



## 2014-15 Final Evaluation Report Cycle XXIV (24)

# SAN JOSÉ BEST

## BRINGING EVERYONE'S STRENGTHS TOGETHER (BEST)



## CYCLE XXIV



PRESENTED TO:  
Mayor's Gang Prevention Task Force  
San José Parks, Recreation, Neighborhood Services

BY:  
Community Crime Prevention Associates

## 2014-2015

## City of San José

**Mayor Sam Liccardo**  
City of San José

### City Council

**Charles “Chappie” Jones**  
Council member, District 1

**Ash Kalra**  
Council member, District 2

**Raul Perez**  
Council member, District 3

**Manh Nguyen**  
Council member, District 4

**Magdalena Carrasco**  
Council member, District 5

**Pierluigi Oliverio**  
Council member, District 6

**Tam Nguyen**  
Council member, District 7

**Vice Mayor Rose Herrera**  
Council member, District 8

**Donald Rocha**  
Council member, District 9

**Johnny Khamis**  
Council member, District 10

**Norberto Dueñas**  
City Manager

**Angel Rios, Jr.**  
Director, Department of Parks, Recreation and Neighborhood Services

**Eddie Garcia**  
Chief of Police

## City of San José PRNS BEST Administration

Angel Rios, Jr - Director, PRNS  
Matt Cano - Assistant Director, PRNS  
Suzanne Wolf - Deputy Director, PRNS  
Mario Maciel - Division Manager, PRNS

### For more information on the Mayor’s Gang Prevention Task Force, please contact:

Mario Maciel  
Parks, Recreation and Neighborhood Services  
City of San José  
200 East Santa Clara Street, San José, CA 95113  
Phone: 408-277-2719

Paul Pereira and Jose Lujano  
Office of Mayor Sam Liccardo  
200 East Santa Clara Street, San José, CA 95113  
Phone: 408-535-4800

### For more information on the BEST Program, please contact:

Mario Maciel  
San José BEST Program  
PRNS Department  
1694 Adrian Way  
San José, CA 95122  
Phone: 408-794-1630

### Report Prepared by:

Community Crime Prevention Associates  
PO Box 730  
San José, CA 95112  
Administration Office  
2019 Clement Ave.  
Alameda, CA 94501  
(510) 814-1844  
[www.ccpahome.com](http://www.ccpahome.com)

### Evaluation Team from CCPA

Peter Ellis, Ph.D.  
Rachel Camacho, M.A.  
Rex Green, Ph.D.  
Maria Elena Riddle, M.A.  
Tanya Riddle, B.A.  
Rich Saito, B.A.



## Mayor's Gang Prevention Task Force Policy Team

The Task Force is made up of two components: a Policy Team that develops strategic direction for the task force, and a Technical Team which carries out the task force's anti-gang programs and efforts. Read more about these two teams below.

### Policy Team

The Policy Team is co-chaired by the mayor and police chief. The team consists of government department heads and senior officials, school district leaders, local businesses, representatives from community-based organizations, and neighborhood leaders. This team advises the mayor on City policies designed to combat gang violence and develops strategies for the task force's own gang prevention and intervention efforts.

Policy Team meetings are open to the public and include time on the agenda for input from citizens and partner organizations. View Policy Team Meeting Agendas. The Policy Team also operates 3 subcommittees

#### Community Engagement Subcommittee:

This subcommittee focuses on disseminating crucial information and resources to the community.

#### Interagency Collaboration Subcommittee:

This subcommittee is tasked with building strong relationships with our partner agencies and leveraging our limited resources.

#### Technical Team Subcommittee:

This subcommittee serves as a liaison between the Policy Team and Technical Team members working in the community.

Community Engagement Subcommittee meetings and Interagency Collaboration Subcommittee meetings are open to the public. View Subcommittee Meeting Agendas.

### Technical Team

The Technical Team is comprised of Parks, Recreation & Neighborhood Services staff, police officers, school officials, and direct-service organizations who provide prevention and intervention services in the community to curb gang violence. The team is "charged with the responsibility of assuring the development of gang prevention, intervention, and suppression programs that work effectively in the neighborhoods." These members also utilize their expertise to provide the Policy Team with updates on the current gang climate and the effectiveness of the Task Force's efforts.

# Mayor's Gang Prevention Task Force Technical Team

The following organizations have provided ongoing support and collaboration formalized through a Memorandum of Understanding with the City of San José to be members of the Mayor's Gang Prevention Task Force Technical Team. New members are joining as organizations complete their Memorandum of Understanding:

## **BEST Funded Agencies:**

Asian American Recovery Services  
Asian Americans for Community Involvement  
Asian American Center of SCC  
Alum Rock Counseling Center  
Bill Wilson Center  
Catholic Charities of Santa Clara County  
California Community Partners for Youth  
Center for Training and Careers  
California Youth Outreach  
EMQ Families First  
Family and Children Services  
Firehouse Community Development Corp.  
Fresh Lifelines for Youth  
Girl Scouts of Northern California  
SJSU Research Foundation/CommUniverCity  
The Tenacious Group  
Ujima Adult and Family Services  
Unity Care Group

## **Non-BEST Funded Agencies:**

Alchemy Academy  
Boys & Girls Clubs  
Bridges Academy  
Cathedral of Faith  
Community Crime Prevention Associates  
Center for Employment and Training  
Citizen Schools California  
City Year San Jose/Silicon Valley  
Code Enforcement  
Community Arts & History Support  
Community Members  
Community United Project  
County of Santa Clara-District Attorney's Office  
Crossroad Calvary Chapel  
CSU San Marcos  
Dept. of Alcohol & Drug Services  
Escuela Popular  
Filipino Youth Coalition (FYC)  
FIRST 5 Santa Clara County  
Foothill Community Health Center  
For Pits Sake, Knock Out Dog Fighting  
Future Arts Now  
George Mayne Elementary School  
Go Kids Inc/First 5  
Generations Community Wellness Centers, Inc.  
Next Door Solutions to Domestic Violence  
Next Door Solutions to Domestic Violence  
Happy House dba Community United San Jose  
Joyner/Payne Youth Services Agency  
Kids in Common/OYP

Leadership Public Schools  
LPS High School  
Mexican American Community Services  
Agency, Inc.  
Mid Peninsula Housing Services  
Moreland School District  
Most Holy Trinity Parish  
Mt. Pleasant Elementary School District  
National Compadres Network  
North Side Youth Sports League  
Oakgrove School District  
Office of Supervisor Chavez  
Office of the District Attorney  
P.A.R.T.I.  
Project Access  
Pueblo de Dios  
Regional Medical Center  
ROHI  
Sacred Heart Community Service  
San José Job Corps Center  
San José Jazz  
San José Youth Commission  
Santa Maria Urban Ministry  
Santa Clara Valley Medical Center  
SCC Fatherhood Collaborative  
Seneca Families of Agencies  
Silicon Valley Children's Fund  
St. Maria Gorretti Parish  
Superior Court  
Teen Force  
The City Peace Project  
THINK Together  
Victory Outreach  
Westfield Oakridge  
Work2Future  
Xtra - Assist  
Year Up Bay Area  
Young Life  
YWCA Silicon Valley

## **City of San José Departments/Programs**

San José Mayor's Office Staff  
San José City Council Staff  
San José Police Department  
Independent Police Auditor  
Work 2 Future  
Youth Commission  
PRNS Community Centers  
San José Public Library  
PRNS-Anti Graffiti Program  
PRNS-Clean Slate Tattoo Removal Program  
PRNS-Safe School Campus Initiative

## **Other Government Offices**

Santa Clara County Board of Supervisors  
Santa Clara County District Attorney's Office  
Santa Clara County Dept. Alcohol & Drug Services  
Santa Clara County Juvenile Probation  
Santa Clara County Sheriff Department  
Santa Clara County Corrections Department  
FIRST 5 Santa Clara County

## **Schools**

San José Unified School District  
Moreland School District  
Oakgrove School District  
East Side Union High School District  
Latino College Preparatory Academy  
Franklin McKinley School District,  
Alum Rock Union Elementary School District  
Escuela Popular  
Santa Clara Office of Education.



# City of San José BEST Cycle XXIV Final Evaluation Report FY 2014-2015

## TABLE OF CONTENTS

|   | Page     |
|---|----------|
| <b>BEST Cycle 24 Final Evaluation Report</b>                  |          |
| BEST Key Findings FY 14-15                                    | 6        |
| Grantee's Score Card Cycle 24                                 | 7        |
| Highlights of San José BEST Services                          | 8        |
| Performance of BEST Funded Services                           | 11       |
| At-A-Glance Score Card  | 12       |
| BEST and Matching Funds Cycle 24 and Historical Review        | 14       |
| Profile of BEST Customers                                     | 19       |
| BEST Services Delivered This Year                             | 22       |
| Grantee Data for Efficiency and Effectiveness and Performance | 24       |
| Service Performance Index (SPI) Results                       | 29       |
| Evidence Based Principles and BEST Service Providers          | 31       |
| Initial Outcomes  | 34       |
| Population Results  | 35       |
| PART 2 Individual Write ups                                   | 39       |
| Appendix A - Definition of Terms and Evaluation Design        | 153- A-1 |
| Appendix B - Bibliography                                     | B-1      |



# BEST 2014-15 Final Evaluation Findings

The City of San Jose's Bringing Everyone's Strengths Together (BEST) 2014-15 Final Evaluation Report reflects Cycle XXIV (24) of the City's commitment to deliver services to youth that are most at-risk for gang involvement. Key findings are based on the information and data analyzed for the 2014-15 program year.

## Key Findings for This Year

**3,720 unduplicated youths were served during Cycle XXIV of the City's commitment to serve youth most at-risk for gang involvement.** The City of San Jose's belief that all children matter is reflected in the number of youth served during FY 2014-15. Through BEST services, a total of 3,720 youth were served with an average dosage of 61 hours of service in an effort to engage them in pro-social activities that have the capacity to transform their lives.

**80% of youth at highest risk for gang involvement are receiving services to transform their lives.** BEST youth profiles indicate that funded grantees this cycle increased their service by 16% to customers who are at higher risk and impacted by gangs and active in the gang lifestyle as compared to last year's cycle. This increase was primarily a reflection of the addition of new BEST qualified providers helped build capacity to work with high risk youth. Youth who were at greatest risk for exposure to and influence of anti-social behavior also possessed the greatest potential to experience personal transformation and engagement in pro-social activities through services.

**Youth report an increase in their pro-social skills.** Seventy-four percent (74%) of youth reported that they can identify their anger and express it in non-violent ways due to BEST care. Additionally, seventy-eight percent (78%) of youth indicated their ability to work with others is better because of BEST services.

**Youth engagement in school improved.** Sixty-one percent (61%) of 363 youth who self-reported not attending school last year indicated they are now attending school this year. This represents 202 BEST youth customers who are attending school that previously were not engaged in school. Their collective re-engagement in school represents an estimated \$1.8 million in additional school revenue (if they successfully attended school for an entire academic year) to educate and socialize high risk youth. **This indicator holds promise for a cost effective measure for BEST intervention services.**

**Youth report reduction in drug use.** Sixty percent (60%) of youth who self-reported using drugs last year indicated they are no longer engaged in drug use this year. This represents 591 BEST youth customers that have changed their high risk behavior and stopped using drugs. In 2007, the cost of illicit drug use totaled more than \$193 billion as indicated by U.S. Department of Justice, National Drug Intelligence Center. Although data on the cost of drug use for San José youth was not available, there is a clear cost savings for our community for the 591 who have stopped using drugs.

**Reduction in Recidivism for Youth Served by BEST.** Seventy-three percent (73%) of youth previously arrested reported not getting re-arrested while receiving BEST care and services. This represents 440 youth who were not re-arrested while a BEST customer during Cycle 24. The Legislative Analyst's Office FY 2005-06 report indicates that the annual cost for juvenile detention is \$65,000 a year or \$5,417 a month. Adjusted for inflation, the current cost for juvenile detention is \$76,464 a year or \$6,372 a month. If these youth were not arrested again and did not spend one month in juvenile detention, the cost savings would total \$2.8 million dollars.

# BEST Grantees' Score Card for BEST Cycle XXIV

BEST Grantees' Score Card results for Cycle XXIV are based on the information and data analyzed for the year 2014-15, including customer and stakeholder surveys and assessments, grantee quarterly reports, program performance data and short-term, intermediate and population results.

## Was the BEST funding spent on intended program services?

- ★ Yes, BEST funded 20 contracts to grantees totaling \$3.1 million to serve the children and youth of San José. Sixteen percent (16%) of funds were allocated to early intervention services and the remaining 84% was disseminated to high risk intervention services.

## Was the BEST funding spent efficiently?

- ★ Yes, this year's costs for services continued to be an efficient use of resources. BEST grantees spent 97% of their total funds granted and matched BEST funds. The average cost per hour of service was \$9.44 for BEST funds and \$13.28 for total funds (BEST and matching dollars). **The cost per hour for total funds reflects a decrease of \$2.50 an hour from last year--an indication of improved efficiency.**

## Were the intended recipients of BEST services reached?

- ★ Yes, BEST grantees served 3,720 unduplicated children and youth customers during the year of Cycle XXIV. Eighty percent (80%) of targeted youth customers were "high risk" and "gang impacted" and 20% of youth were "at risk." Nine percent (9%) were "gang intentional" and identified by law enforcement agencies as gang members.

## Were the BEST services delivered as planned?

- ★ Yes, 225,574 hours of direct service were delivered and **each youth customer received an average dosage of 61 hours of service and care.** This year, 80% of grantees met or exceeded their contracted service delivery plan for the specified number of hours of service, indicating room for improvement in delivering planned services. Overall, BEST grantees delivered 137% of contracted services and care hours of service.

## Were BEST customers satisfied with program services?

- ★ Yes, children and youth customers gave BEST services an 89% satisfaction rating while parents gave the same services for their children a 92% satisfaction rating. Both scores reflect very high satisfaction with BEST services.

## How were BEST participants changed for the better due to program services?

- ★ 79% of youth asset development and agency-selected targeted changes were met by youth because of the programs services and care.
- ★ 72% of the social/respect targeted changes were met by youth due to care and 80% of agency-selected changes.
- ★ Parents of youth and staff also assessed changes "for the better" because of the BEST services at a higher rate than the youth. Data are derived from 7,010 surveys of youth, parents, and staff indicates BEST customers benefited from the care and services.

## How are we doing transforming and improving our community?

- ★ BEST services are showing promise in reducing recidivism by engaging youth customers in pro-social activities and support services. **Ninety-two percent (92%) of youth were not arrested while receiving BEST care and services as indicated by both staff and youth.**
- ★ This year, youth customers reported engagement in school and/or job training/work. **Ninety (90%) percent of BEST youth participants surveyed indicated they were attending school; 22% reported being employed and 11% indicated participation in job training.**
- ★ This year the BEST program is promising cost savings by connecting 363 youth back in school, reducing drug use for 591 youth, and reducing recidivism for 440 youth.

# Highlights of San José BEST Services

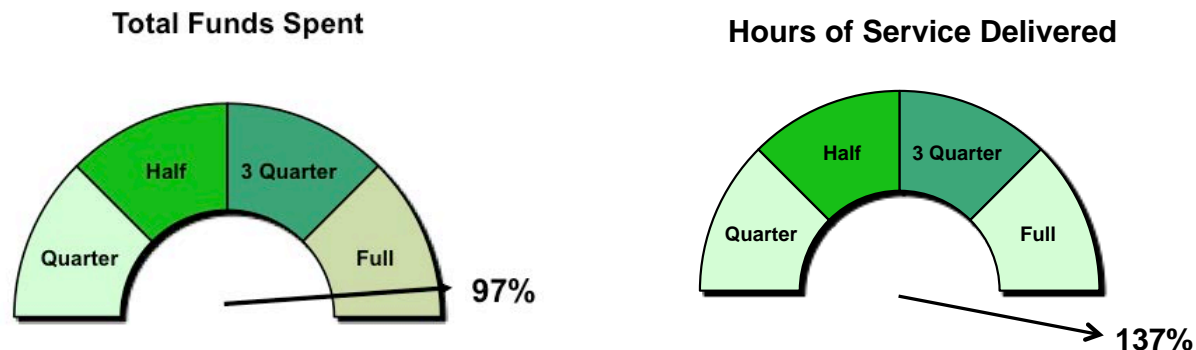
Below are highlights of the effort, effect, and performance of BEST grantees for the year of Cycle 24.

## Effort of BEST-Funded Services for this Year

- BEST funded 20 contracts to grantees, totaling \$2.1 million. Thirteen percent (13%) of funds were allocated to early intervention services and the remaining 87% was disseminated to high risk intervention services.
- BEST grantees matched BEST funds with \$890,000. BEST grantees spent 97% of their BEST funds and 97% of matching funds.
- Grantees served 3,720 unduplicated children and youth customers with 225,574 hours of direct service. Each customer received an average of 61 hours of service and care with an average cost of \$805 in services, achieving a good average dosage of services per customer.
- The average cost per hour of service was \$9.44 for BEST funds and \$13.28 for total funds (BEST and matching funds). The cost per hour is the bottom line or output of effort. It is calculated by dividing the amount of funding spent by the hours of direct service. Efficiency improved by 15% from last year's cost per hour for total funds.

## BEST Grantees Spend Funds & Deliver Contracted Services

As the dashboards indicate below, Cycle XXIV grantees collectively spent 97% of their total funding and delivered 137% of their planned contracted services for the FY 2014-15.



## Effect of BEST Funded Services For the Year - Customer Satisfaction

Children and youth customers gave BEST services an 89% satisfaction rating; parents gave the same services for their children a 92% satisfaction rating. Both satisfaction scores reflect positive and high ratings. High customer satisfaction is a strong indicator of the effectiveness of the funded care to produce the desired outcomes. CCPA has successfully assisted with the implementation and evaluation of over \$501 million



allocated for services to build healthy and resilient communities, families, and youth. The CCPA approach to evaluation has been used in all these evaluations. Over the years, CCPA has analyzed 749,821 child, youth, parent, and staff surveys to measure customer satisfaction and initial outcomes caused by the services and care provided by funded agencies. All surveys are analyzed and checked for reliability and validity of the data.



## 80% of Customers Served Were at High Risk for Gang Involvement

Funded providers continue to serve youth with the greatest need for BEST services; this year's percentage of youth served with the "highest risk for gang involvement" was a 16% increase from last year. A good indication of growth in capacity of grantees. Definitions can be found in Appendix A of this evaluation report.

Chart 1

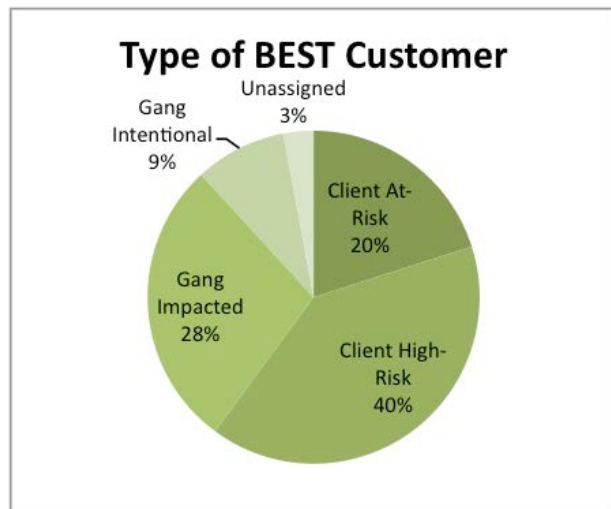
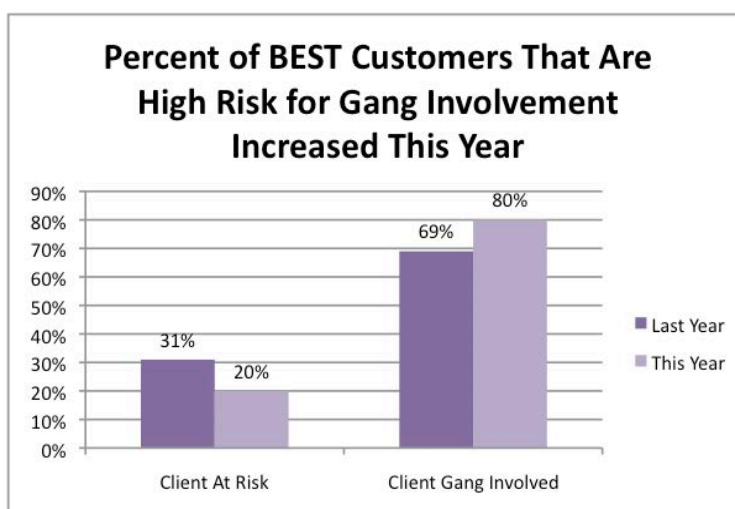


Chart 2

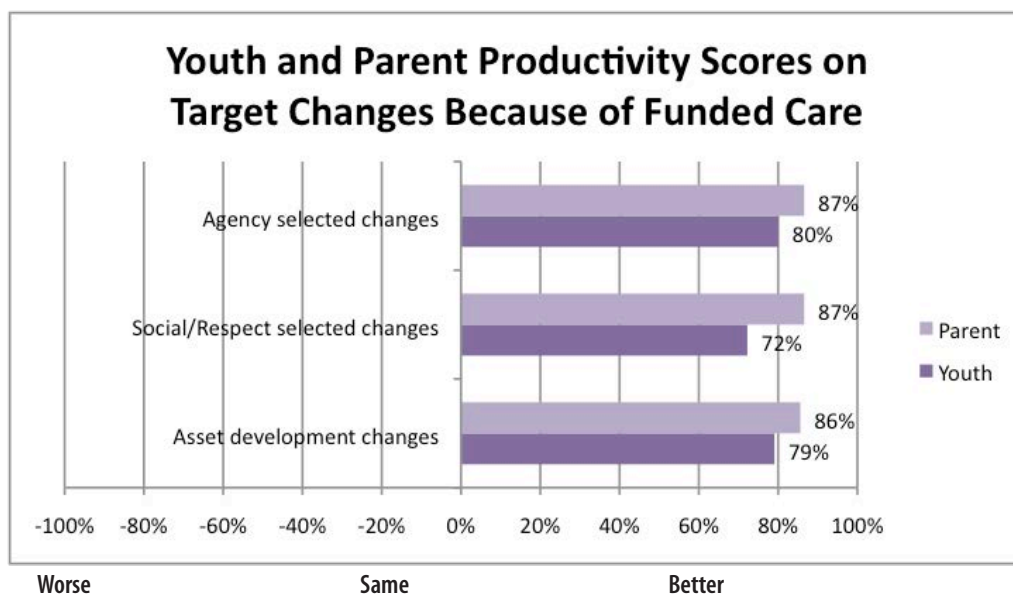


## Effect of BEST Funded Services - Youth and Parent Service Productivity

As part of the evaluation, BEST agencies are assessed on how much change they produce in their youth customers. The assessment of "service productivity" (Green, 2003) or the effects of services involves designing questions that relate to service goals for individual customers and phrasing them so that the responder considers whether change occurred due to the services. The amount of productivity for services is calculated by averaging the responses.

The chart below illuminates BEST funded agencies' effectiveness in achieving positive changes in the behaviors and skills of children and youth customers for FY 2014-15. Parents of youth customers served by BEST providers indicated their effectiveness in producing 87% of targeted changes. Targeted changes are attitudes, behaviors, skills and knowledge that allow children and youth to develop needed youth assets to ensure a positive future. Collectively, BEST service providers achieved the performance goal of 70 % for each type of service productivity.

Chart 3



**Data is based on 1,999 youth surveys and 1,056 parent surveys**

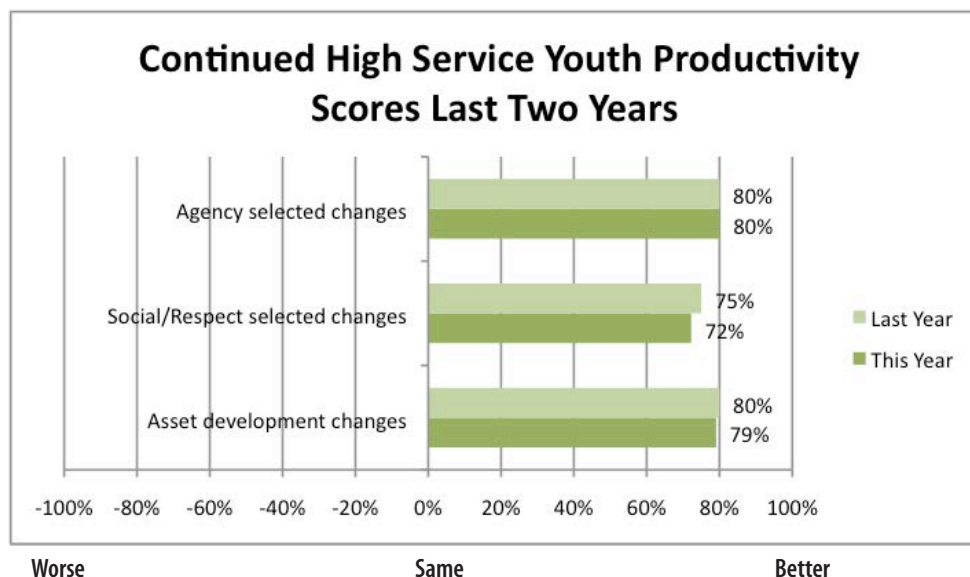
"I didn't think I could ever go to college...RESH 180 made me a believer." – Yerba Buena High School Freshman

## Service Productivity Scores Remain Consistent and High

Service productivity scores for FY 2014-15 did not demonstrate a significant change from the high scores of Cycle XXIV. BEST Service Providers continue to show effectiveness in producing positive social and civil behaviors, agency-selected, and youth developmental asset changes in their customers. Data were based on 1,999 individual youth assessments of customers served by BEST funded services and care.

**Three types of service productivity are assessed for BEST agencies—asset development service productivity, social/respect, and agency-specified service productivity.** Service productivity ranges from 100% to minus 100%, with zero meaning no change overall. A score of 100% means the responder improved on all items or targeted changes; a score of minus 100% means the responder got worse on all items. Zero percent when customers indicated that they got no benefit or change because of the BEST funded services.

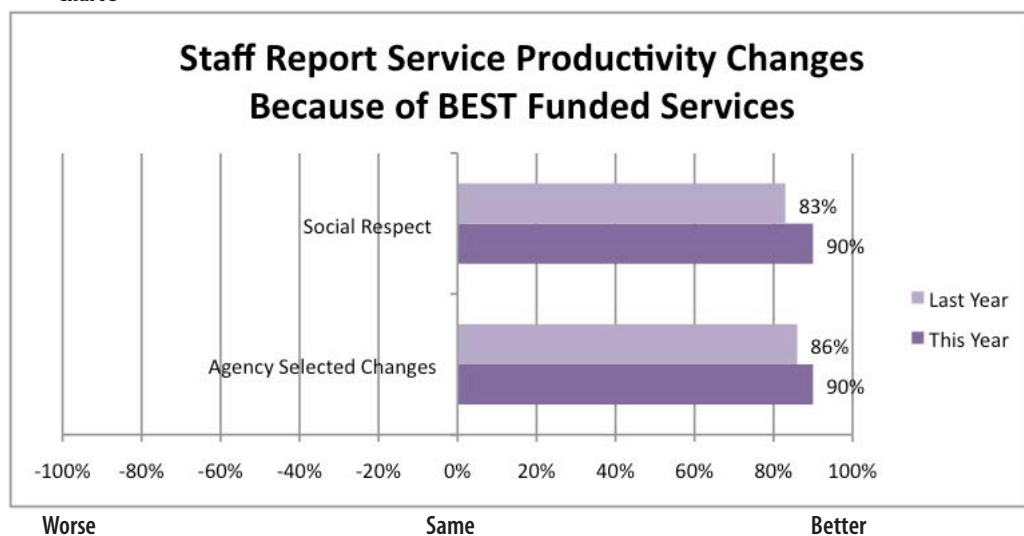
Chart 4



## Staff Assessment Service Productivity Scores of Youth Customers

BEST funded grantee staffs conduct individual assessments of their youth customers that measure agency-selected targeted changes and pro-social behavior service productivity. Staff assessments indicated a score of 90% for agency-selected service productivity and a score of 90% for social/respect (pro-social behavior) service productivity. Both service productivity scores indicate that staff members are observing positive changes for the better in their youth customers. Data were based on 1,963 individual staff assessments of customers served by BEST funded services and care.

Chart 5



Staff Assessments of each of their youth customers show a desirable increase this year from assessments completed last year.

**"This class has made me a better person." – Art of Yoga Project participant**

## Performance of BEST Funded Services

### Effort

- At the beginning of each fiscal year, grantees develop a service plan that indicates the scope of work they will complete for their grant. This year, 80% of grantees met or exceeded their contracted service delivery plan for the specified number of hours of service. The performance goal was 95% of planned activities.

### Satisfaction

- Ninety-five percent (95%) of grantees met or exceeded the BEST goal for children and youth satisfaction and 100% of grantees met the performance goal of 80% for parent satisfaction of the services and care provided to their child.

### Service Productivity: Asset Development Changes

- All the BEST grantees report on similar child and youth developmental asset targeted changes. This year, 85% of grantees met or exceeded their performance goal for growth in targeted child/youth developmental assets as indicated by their child and youth customers. One hundred percent (100%) of the parents surveyed indicated that the program in which their child was involved met or exceeded their performance goal for targeted changes in their child's developmental assets. The performance goal was 70%.

### Service Productivity: Agency-Selected Changes

- All of the BEST grantees/agencies select changes that are targeted to their specific service delivery and unique to their program. This year, 85% of grantees met or exceeded their performance goal to stimulate growth in the grantee's selected, targeted changes as indicated by their child and youth customers. One hundred percent (100%) of the parents surveyed indicated that the program in which their child was involved met or exceeded their performance goal for targeted changes. The performance goal was 70%.

### Service Productivity: Social/Respect Changes

- Forty five percent (45%) of grantees met or exceeded their performance goal for growth in social/respect changes as indicated by their child and youth customers. One hundred percent (100%) of the parents surveyed indicated that the grantee program in which their child was involved met or exceeded their performance goal for targeted changes in their child's social/respect attitudes and behaviors. The social/respect service productivity is an attempt to measure changes from a street code or gang mindset to a pro-social mindset and activities. The performance goal was 70%. This is an area for continuous quality improvement and efforts.

The following table summarizes BEST grantees performance in meeting six target goals for this year: 1) delivery of planned amount of service; 2) customer satisfaction; 3) asset development service productivity score; 4) grantee selected service productivity score; 5) social/respect service productivity; and 6) SPI for this year.

Forty percent (40%) of the grantees or 8 grantees made all six of the major performance goals. Eighty percent (80%) met five or more of the six performance goals. One grantee missed six of the six performance goals.

Table 1 - Performance Goals Met

| BEST Grantees Performance Summary for Cycle XXIV (24) of FY 2014-15 |        |         |
|---|--------|---------|
|   | Number | Percent |
| Grantees That Met all Six Performance Goals                         | 8      | 40%     |
| Grantees That Met Five Out of Six Performance Goals                 | 8      | 40%     |
| Grantees That Met Four Out of Six Performance Goals                 | 1      | 5%      |
| Grantees That Met Three Out of Six Performance Goals                | 0      | 0%      |
| Grantees That Met Two Out of Six Performance Goals                  | 0      | 0%      |
| Grantees That Met One Out of Six Performance Goals                  | 2      | 10%     |
| Grantees That Missed All Six Performance Goals                      | 1      | 5%      |

# At a Glance Score Card: Effort, Effect, and Performance

Graphic 1

| BEST Performance Logic Model Evaluation System |                            |   |  |   |   |  |   |   |                                 |
|--|----------------------------|---|--|---|---|--|---|---|---------------------------------|
| Performance<br>Accountability<br>Model         | Logic Model                | BEST<br>Evaluation<br>Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>All San José BEST Grantees |   |   |  |   | Met<br>Performance<br>Goals   |                                 |
| E<br>F<br>F<br>O<br>R<br>T                     | Inputs                     | What did BEST fund for services?  | Annual BEST Funding<br>\$2,185,793   | Annual Contract Budget Match<br>\$889,509   | Total Funds<br>\$3,075,302              | Percent Matching Funds<br>41%  |   | Yes, did not need all the funds to deliver contracted services          |                                 |
|  |                            | What did BEST spend on services?  | BEST Funds Spent<br>\$2,129,021  | Annual Contract Budget Match Spent<br>\$866,172   | Total Funds Spent<br>\$2,995,193        | Percent of BEST Funds Spent<br>97%   | Percent of Total (BEST + Match) Funds Spent<br>97%                      |   |                                 |
|  | Staff                      | Who were the staff providing services?  | Number of Paid FTE Staff<br>45.8   | Years Experience<br>11  | Years Schooling<br>14                   | Male<br>35%  | Female<br>65%   | Yes   |                                 |
|  |                            |   |  |   |   |  |   |   |                                 |
|  | Customers                  | Who are our youth ongoing customers?  | Total Unduplicated Customers<br>3,720  | Male<br>50%   | Female<br>50%                           | Level of RPRA Developmental Assets<br>LOW  | Level of Risk for Criminogenic Behavior<br>HIGH                         | Yes, served 80% of youth that were high risk and gang involved.         |                                 |
|  |                            |   | 6-10 yrs<br>5%   | 11-14 yrs<br>13%  | 15-20 yrs<br>68%                        | 21-25 yrs<br>8%  | Over 25<br>6%   |   |                                 |
|  |                            |   | Asian Pacific Americans<br>2%  | African Americans<br>6%   | Latino Americans<br>79%                 | Caucasian Americans<br>3%  | Other/Multi-racial<br>5%  |   |                                 |
|  |                            |   | Client At-Risk<br>20%  | Client High-Risk<br>40%   | Gang Impacted<br>28%                    | Gang Intentional<br>9%   | Unassigned<br>3%  |   |                                 |
|  |                            |   | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>55%               | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>28%                        | Outpatient Substance Abuse<br>4%        | Vocational/Job Training Services<br>9%   | Parent Awareness/ Training & Family Support<br>3%                       |   |                                 |
|  |                            |   | Central<br>4%  | Foothill<br>23%   | Southern<br>15%                         | Western<br>27%   | City-Wide<br>30%  |   |                                 |
|  | Strategies                 | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? |  |   |   |  |   | Yes   |                                 |
|  |                            |   |  |   |   |  |   |   |                                 |
|  | Activities                 | How much services did we provide?   | Total Planned Hours of Service for Year<br>164,783   | Total Actual Units of Service for Year<br>225,574   | Percent of Actual Services Year<br>137% | Hours of Service per Customer<br>61  | Youth Not Arrested During Services by Staff and Youth Assessment<br>92% | Yes, Good average dosage of care per youth customer.                    |                                 |
|  |                            |   |  |   |   |  |   |   |                                 |
|  | Outputs                    | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds<br>\$9.44  | Actual Cost per Hour Total Funds<br>\$13.28   | Cost per Customer BEST Funds<br>\$572   | Cost per Customer Total Funds<br>\$805   | Average # of New Caring Adults Connected to Youth<br>3.7                | Yes, efficiency improved 19% from last year cost of \$15.78             |                                 |
|  |                            |   |  |   |   |  |   |   |                                 |
|  | E<br>F<br>F<br>E<br>C<br>T | Customer Satisfaction   | Were our youth and parent customers satisfied with our services?   | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>89%                                |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>92% |   | Staff-rated Customers Level of Participation (%Highest and High)<br>71% | Yes, Satisfaction > 80%         |
|  |                            |   |  |   |   |  |   |   |                                 |
|  |                            | Service Productivity Initial Outcomes   | Were our services effective in producing change for the better for our customers?                              | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services ) |   | Youth Report of Changes<br>79%   | Parent Report on their Child<br>86%                                     | Staff Report on Customers<br>90%  | Yes, Service Productivity > 70% |
| Asset development changes                      |                            |   |  |   |   |  |   |   |                                 |
| Social/Respect selected changes                |                            |   |  |   |   |  |   |   |                                 |
| Agency selected changes                        |                            |   |  |   |   |  |   |   |                                 |
| Service Quality, Reliability and SPI           |                            | Were our services equally effective for all our customers?  | Service Quality Score Asset Development First Half<br>2.5  |   | Level of Service Quality<br>High        | % of Grantees with Good Reliability<br>60%   | Average Service Productivity Index<br>684                               | Yes, Quality Score >1<br>Yes, Good Average SPI Score                    |                                 |
|  |                            |   | Second Half<br>2.8   |   |   |  |   |   |                                 |
| Survey Sample                                  |                            | How many customers did they survey?   | RPRA Survey<br>1,992   | Youth Surveys<br>1,999  | Parent Surveys<br>1,056                 | Staff Surveys<br>1,963   | Total Surveys Collected<br>7,010  | Good Sample Size  |                                 |
|  |                            |   |  |   |   |  |   |   |                                 |



## Summary of Dashboard Score Card Outcomes for the Year

### San José BEST Funded Programs

#### *Inputs*

---

BEST-funded agencies spent 97% of allocated funds for the year and the grantees spent 97% of their matching funds. Funds were allocated and spent with 16% for early intervention services and 84% for high-risk intervention services.

#### *Customers*

---

During this year, BEST grantees served 3,720 unduplicated customers. Of the customers served, 50% were male and 50% were female with 68% of youth ranging in age between 15 to 20 years old. Overall, BEST youth customers' developmental asset level was low indicating a high risk- level for delinquent and criminogenic behaviors. Staff assessments of youth participants indicated that 80% were high risk ,gang-impacted and gang intentional youth.

#### *Activities*

---

BEST grantees delivered 225,574 hours of direct service to youth, and their parents. The funded providers delivered 137% of the planned services for the year.

#### *Outputs – A Measure of Efficiency*

---

The cost per hour of services delivered for the year demonstrated an efficient cost at \$13.28 an hour for total funds. Cost per hour is down \$2.50 an hour from last year. This is a promising improvement in efficiency. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided to BEST customers on targeted changes because of the care provide to improve their knowledge, skills, behaviors and attitudes.

#### *Customer Satisfaction – A Measure of Effectiveness*

---

BEST grantees earned a high satisfaction score of 89% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 92%.

#### *Service Productivity/Initial Outcomes – A Measurement of Change for the Better and Benefits Because of the Funded Efforts*

---

The BEST grantees collectively exceeded the target goal of 70% for asset development and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants as indicated by youth, their parents, and individual assessments of BEST funded staff. Connecting funding strategies, activities, and efforts to the measured impact is an evidence based principle for evaluating effectiveness of services and care. BEST uses an evaluation system that successfully accomplishes this evaluation strategy by asking each child, youth, parent customer to indicate if they improved on the targeted changes “because of the service funded by BEST.”

#### *Service Quality, Reliability, Service Performance Index*

---

The service quality score was very good with a score measuring over 2.8 - indicating that services were equally effective and consistent for customers. Sixty percent (60%) had good reliability of survey questions. The winter and spring survey sample size was good - a total of 7,010 surveys were analyzed. Collectively, the Service Performance Index (SPI) was 684 with 80% of grantees meeting the performance goal for SPI of greater than 600.

## Collectively, the BEST Grantees Met all the Performance Goals



# BEST and Matching Funds Cycle 24

The City of San Jose's Bringing Everyone's Strengths Together (BEST) Cycle XXIV (24) Final Evaluation Report reflects data collected and analyzed for the FY 2014-15. During this cycle, the City of San José awarded \$2.2 million in direct funding to 20 grantees to deliver Early Intervention and High Risk Intervention Services. These BEST grantees collectively provided a 41% match totaling \$900 thousand. The grantees who were awarded BEST funds are listed in the table below with beginning year contracted funding amounts. .

**Table 2**

| BEST Service Provider FY 2014-2015               | Annual BEST Funding | Annual Contract Budget Match | Total Funds | Percent Matching Funds |
|--|---------------------|------------------------------|-------------|------------------------|
| Alum Rock Counseling Center (ARCC)               | \$202,205           | \$103,960                    | \$306,165   | 51%                    |
| Asian American Recovery Service (AARS)           | \$61,000            | \$12,200                     | \$73,200    | 20%                    |
| Asian Americans for Community Involvement (AACI) | \$66,000            | \$65,396                     | \$131,396   | 99%                    |
| Bill Wilson Counseling Center                    | \$83,000            | \$16,000                     | \$99,000    | 19%                    |
| California Youth Outreach (CYO)                  | \$350,000           | \$78,491                     | \$428,491   | 22%                    |
| Catholic Charities of Santa Clara (CCSJ)         | \$313,000           | \$53,400                     | \$366,400   | 17%                    |
| CommUniverCity SJSU Foundation                   | \$62,000            | \$12,000                     | \$74,000    | 19%                    |
| ConXión To Community (CTC)                       | \$171,000           | \$71,312                     | \$242,312   | 42%                    |
| EMQ FamiliesFirst, Inc. (EMQFF)                  | \$51,000            | \$12,750                     | \$63,750    | 25%                    |
| Family Children Services (FCS)                   | \$62,000            | \$40,000                     | \$102,000   | 65%                    |
| Firehouse Community Development Corp.            | \$262,000           | \$53,780                     | \$315,780   | 21%                    |
| Fresh Lifelines for Youth (FLY)                  | \$120,800           | \$24,160                     | \$144,960   | 20%                    |
| Girl Scouts of Santa Clara County                | \$44,000            | \$139,016                    | \$183,016   | 316%                   |
| Lighthouse of Hope Counseling Center, Inc.       | \$22,000            | \$17,992                     | \$39,992    | 82%                    |
| San Jose Conservation Corps and Charter School   | \$61,000            | \$101,161                    | \$162,161   | 166%                   |
| San Jose Jazz Society                            | \$47,000            | \$38,188                     | \$85,188    | 81%                    |
| The Art of Yoga Project                          | \$47,500            | \$9,100                      | \$56,600    | 19%                    |
| The Tenacious Group                              | \$44,000            | \$8,400                      | \$52,400    | 19%                    |
| Ujima Adult and Family Services, Inc.            | \$95,000            | \$17,800                     | \$112,800   | 19%                    |
| Unity Care Group, Inc                            | \$21,288            | \$14,403                     | \$35,691    | 68%                    |
| All Programs                                     | \$2,185,793         | \$889,509                    | \$3,075,302 | 41%                    |

**Note: Alum Rock Counseling Center's BEST funding includes \$51,691 supplemented by the San Jose Police Department**



# Summary of BEST Funds Spent This Year

The following table summarizes the funds spent this year. BEST Providers spent 97% of contracted grants funds and 97% of matching funds.

**Table 3**

| BEST Service Provider FY 2014-2015               | BEST Funds Spent | Annual Contract Budget Match Spent | Total Funds Spent | Percent of BEST Funds Spent | Percent of Total (BEST + Match) Funds Spent | Percent of Matching Funds Spent |
|--|------------------|------------------------------------|-------------------|-----------------------------|---|---------------------------------|
| Alum Rock Counseling Center (ARCC)               | \$202,205        | \$40,556                           | \$242,761         | 100%                        | 79%   | 39%                             |
| Asian American Recovery Service (AARS)           | \$57,635         | \$15,594                           | \$73,229          | 94%                         | 100%  | 128%                            |
| Asian Americans for Community Involvement (AACI) | \$33,000         | \$32,698                           | \$65,698          | 50%                         | 50%   | 50%                             |
| Bill Wilson Counseling Center                    | \$83,000         | \$16,601                           | \$99,601          | 100%                        | 101%  | 104%                            |
| California Youth Outreach (CYO)                  | \$350,000        | \$80,612                           | \$430,612         | 100%                        | 100%  | 103%                            |
| Catholic Charities of Santa Clara (CCSJ)         | \$313,000        | \$53,503                           | \$366,503         | 100%                        | 100%  | 100%                            |
| CommUniverCity SJSU Foundation                   | \$61,953         | \$12,133                           | \$74,086          | 100%                        | 100%  | 101%                            |
| ConXión To Community (CTC)                       | \$167,931        | \$74,273                           | \$242,204         | 98%                         | 100%  | 104%                            |
| EMQ FamiliesFirst, Inc. (EMQFF)                  | \$51,000         | \$32,671                           | \$83,671          | 100%                        | 131%  | 256%                            |
| Family Children Services (FCS)                   | \$62,000         | \$57,866                           | \$119,866         | 100%                        | 118%  | 145%                            |
| Firehouse Community Development Corp.            | \$248,126        | \$53,900                           | \$302,026         | 95%                         | 96%   | 100%                            |
| Fresh Lifelines for Youth (FLY)                  | \$120,800        | \$24,389                           | \$145,189         | 100%                        | 100%  | 101%                            |
| Girl Scouts of Santa Clara County                | \$44,000         | \$139,123                          | \$183,123         | 100%                        | 100%  | 100%                            |
| Lighthouse of Hope Counseling Center, Inc.       | \$22,000         | \$41,018                           | \$63,018          | 100%                        | 158%  | 228%                            |
| San Jose Conservation Corps and Charter School   | \$61,000         | \$101,161                          | \$162,161         | 100%                        | 100%  | 100%                            |
| San Jose Jazz Society                            | \$46,753         | \$41,186                           | \$87,939          | 99%                         | 103%  | 108%                            |
| The Art of Yoga Project                          | \$47,500         | \$11,548                           | \$59,048          | 100%                        | 104%  | 127%                            |
| The Tenacious Group                              | \$43,997         | \$8,667                            | \$52,664          | 100%                        | 101%  | 103%                            |
| Ujima Adult and Family Services, Inc.            | \$93,204         | \$19,596                           | \$112,800         | 98%                         | 100%  | 110%                            |
| Unity Care Group, Inc                            | \$19,917         | \$9,077                            | \$28,994          | 94%                         | 81%   | 63%                             |
| All Programs                                     | \$2,129,021      | \$866,172                          | \$2,995,193       | 97%                         | 97%   | 97%                             |

"I learned how to have conversations with people. That helped in school to talk to my teachers and ask people for help. I also learned that alcohol can really affect people in all kinds of ways, that I didn't know about at the time. I also learned how to control my anger, so now when I get angry I don't yell, I just close my eyes and count to 10 and then I feel better." – ARCC participant

## Service Strategies Funded by Eligible Services and Type of Intervention

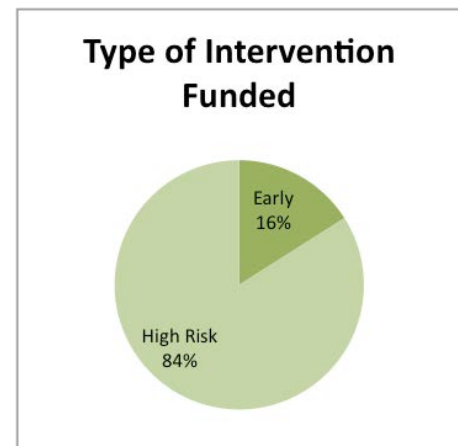
**Table 4**

|   |   |                            |                                  |   |
|---|---|----------------------------|----------------------------------|---|
| Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation | Outpatient Substance Abuse | Vocational/Job Training Services | Parent Awareness/ Training & Family Support |
| 55%   | 28%   | 4%                         | 9%                               | 3%  |

Funds were allocated across five eligible services with the largest funding targeting services for personal transformation followed by street outreach.

"The people in this program help me so much. I got my GED and am doing paperwork for college. I never thought I would go to college." – GED participant at CTC

**Chart 6**



Sixteen percent (16%) of funds were allocated for Early Intervention services and 84% of the funds were allocated for High Risk Intervention services,

# Historical Review of BEST Funding

The City of San José's efforts to sustain its outreach to the city's high risk youth over time is documented in the table below. Its willingness to fund community based partners has allowed the BEST Program to match 82% of the City of San Jose funds over time with support from partners. **BEST matching funds provide 82 cents for every dollar of City of San José funds.**

The BEST Program continues to focus its services on youth that are disconnected from their families, school and the community in an effort to support them so they may transform their lives, realize their full potential and contribute meaningfully as members of society. In the last twenty three years, the BEST Program has expended a total of \$50.5 million in City of San José funds, \$40.4 million in matching funds from partners for a total of \$90.9 million to deliver 11.9 million hours of direct service to intervene in the lives of young people to reduce gang involvement, gang activity and violence by assisting youth to build pro social behaviors for a healthy and productive future.

Table 5

| BEST Funding Cycle  | BEST Funding Evaluated | Matching Funds       | Total Funds          | Percent Match | Hours of Service  | Cost per Hr. BEST \$ | Cost per Hr. Total \$ |
|---|------------------------|----------------------|----------------------|---------------|-------------------|----------------------|-----------------------|
| Cycle 1 1992  | \$ 1,500,000           | \$ 180,000           | \$ 1,680,000         | 12%           | 208,945           | \$ 7.18              | \$ 8.04               |
| Cycle 2 1993  | \$ 825,000             | \$ 95,000            | \$ 920,000           | 12%           | 88,654            | \$ 9.31              | \$ 10.38              |
| Cycle 3 1994*   | \$ 1,373,000           | \$ 698,000           | \$ 2,071,000         | 51%           | 191,709           | \$ 7.16              | \$ 10.80              |
| Cycle 4 1995  | \$ 1,956,000           | \$ 1,056,240         | \$ 3,012,240         | 54%           | 777,542           | \$ 2.52              | \$ 3.87               |
| Cycle 5 1996  | \$ 1,452,153           | \$ 1,357,658         | \$ 2,809,811         | 93%           | 546,346           | \$ 2.66              | \$ 5.14               |
| Cycle 6 1997  | \$ 1,653,727           | \$ 1,970,974         | \$ 3,624,701         | 119%          | 640,071           | \$ 2.58              | \$ 5.66               |
| Cycle 7 1998  | \$ 1,686,951           | \$ 2,194,363         | \$ 3,881,314         | 130%          | 598,838           | \$ 2.82              | \$ 6.48               |
| Cycle 8 1999  | \$ 1,823,736           | \$ 2,370,046         | \$ 4,193,782         | 130%          | 752,255           | \$ 2.42              | \$ 5.57               |
| Cycle 9 2000  | \$ 1,886,291           | \$ 2,333,048         | \$ 4,219,339         | 124%          | 775,922           | \$ 2.43              | \$ 5.44               |
| Cycle 10 2001   | \$ 2,515,544           | \$ 2,954,233         | \$ 5,469,777         | 117%          | 1,217,415         | \$ 1.98              | \$ 4.30               |
| Cycle 11 2002   | \$ 2,583,176           | \$ 3,217,418         | \$ 5,800,594         | 125%          | 1,079,548         | \$ 2.39              | \$ 5.38               |
| Cycle 12 2003   | \$ 2,411,885           | \$ 2,641,482         | \$ 5,053,367         | 110%          | 966,537           | \$ 2.50              | \$ 5.23               |
| Cycle 13 2004   | \$ 2,564,357           | \$ 3,039,983         | \$ 5,604,340         | 119%          | 861,773           | \$ 2.98              | \$ 6.50               |
| Cycle 14 2005   | \$ 2,367,278           | \$ 1,736,564         | \$ 4,103,842         | 73%           | 316,394           | \$ 7.48              | \$ 12.95              |
| Cycle 15 2006   | \$ 2,397,033           | \$ 1,627,367         | \$ 4,024,400         | 68%           | 316,524           | \$ 7.57              | \$ 12.71              |
| Cycle 16 2007   | \$ 2,407,325           | \$ 2,122,516         | \$ 4,529,841         | 88%           | 298,816           | \$ 7.90              | \$ 14.34              |
| Cycle 17 2008   | \$ 2,764,790           | \$ 1,407,766         | \$ 4,172,556         | 51%           | 286,497           | \$ 9.65              | \$ 14.56              |
| Cycle 18 2009   | \$ 2,850,084           | \$ 1,467,236         | \$ 4,317,320         | 51%           | 369,168           | \$ 7.72              | \$ 11.29              |
| Cycle 19 2010   | \$ 2,890,016           | \$ 1,533,191         | \$ 4,423,207         | 53%           | 370,879           | \$ 7.79              | \$ 11.79              |
| Cycle 20 2011   | \$ 2,402,057           | \$ 1,373,032         | \$ 3,775,089         | 57%           | 343,117           | \$ 7.00              | \$ 11.00              |
| Cycle 21 2012   | \$ 1,619,302           | \$ 1,392,926         | \$ 3,012,228         | 86%           | 221,889           | \$ 7.30              | \$ 13.58              |
| Cycle 22 2013   | \$ 2,197,449           | \$ 1,449,525         | \$ 3,646,974         | 66%           | 217,175           | \$ 9.87              | \$ 16.65              |
| Cycle 23 2014   | \$ 2,177,793           | \$ 1,301,662         | \$ 3,479,455         | 60%           | 217,801           | \$ 9.72              | \$ 15.78              |
| Cycle 24 2015   | \$ 2,185,793           | \$ 889,506           | \$ 3,075,302         | 41%           | 225,574           | \$ 9.69              | \$ 13.63              |
| <b>Total Funding</b>  | <b>\$ 50,490,740</b>   | <b>\$ 40,409,736</b> | <b>\$ 90,900,476</b> | <b>80%</b>    | <b>11,889,389</b> | <b>\$ 4.25</b>       | <b>\$ 7.65</b>        |
| * No evaluation conducted for Cycle 3, therefore, numbers are from management reports |                        |                      |                      |               |                   |                      |                       |

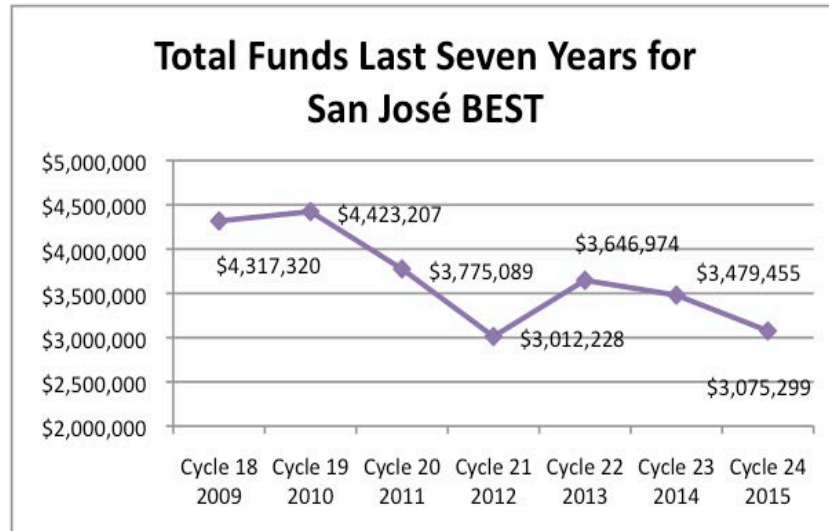
"The program has helped me a lot because it made me realize that life is important and I am valuable. I am not an animal that needs to be caged up, but a human being." - Catholic Charities Male Youth Participant

"My son is doing so well. He had all 'F's' when he started the program; he now has a 3.2 GPA." – Parent of Firehouse participant



Chart 7

The following chart illustrates BEST funding levels over the last seven years. During Cycle 24, the city and its partners decreased funding by 12% from the previous year. The funding is up 2% from the low in Cycle 21 in 2012.



"The Drop In Center saved my life - saved my family from being homeless too." – Bill Wilson Center client



"I don't know why you still came around when I kept pushing you away. I'm so thankful - for you never gave up on me." – CYO youth participant

"The program made me realize that there is more to life than just drugs, gangs and violence." – CTC Step Ahead participant

"I have stopped smoking marijuana because I want to graduate." – EMQ Families First participant

# BEST Matching Fund Partners for Cycle XXIV

The table below is a partial list of agencies and corporations that provided \$900,000 in matching funds to BEST funded-agencies to support service and care.

**Table 6 Partial List of BEST Matching Fund Partners**

| Partial List of BEST Matching Fund Partners            |
|--|
| CalGRIP State of California                            |
| Cathy Bank   |
| Cisco Foundation                                       |
| Comerica Bank  |
| DLP Foundation   |
| ESUHSD   |
| Fees and Insurance Payments                            |
| Health Trust   |
| Individual Donations                                   |
| Juniper Networks                                       |
| Kaiser Foundation                                      |
| Kaiser Permanente South Bay                            |
| LEM Foundation   |
| LME Foundation   |
| LMS Foundation   |
| NBC Universal Foundation                               |
| PG&E   |
| San Jose Housing/CDGB                                  |
| San Jose State University                              |
| Santa Clara County Restorative Justice                 |
| SC Co. DADS  |
| SC Co. DFCS  |
| SC Co. District Attorney Office                        |
| SC Co. Mental Health Dept.                             |
| SC Co. Office of Education                             |
| SC Co. Social Services Department                      |
| SC Co. Probation Department                            |
| Silicone Valley Community Foundation                   |
| Sister-To-Sister Leadership                            |
| San Jose Police Department                             |
| SJSU Gear Up   |
| Sortino Family Foundation                              |
| Stewardship Council                                    |
| The San Francisco 49ers Foundation                     |
| Thrive   |
| Tipping Point GO                                       |
| Umpqua Bank  |
| United Way   |
| US Department of Justice Office                        |
| US Office of Juvenile Justice and Delinquency Programs |
| VLS Foundation   |
| WF/YF Fund   |



"I can't believe that I got a job. My family is so proud of me. I am able to help them. It makes me feel so good to see my mom smile." – CTC GED participant





# Profile of BEST Customers - Demographics

The profile of BEST customers for FY 2014-15 indicates that the majority of youth served were between the ages of 15-20, predominantly Latino male youth that were at high risk for gang involvement.

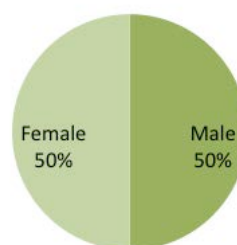
- San José BEST Programs collectively served youth with Low Assets as determined by the Risk Avoidance, Protective and Resiliency Assessment (RPRA) instrument. Low asset youth are at high risk for involvement in “rotten” outcomes such as dropping out of school, involvement in the criminal justice system, drug use, early pregnancy, gang involvement, etc.
- This year, 3,720 youth were served. Of customers served, 50% were male and 50% were female. BEST female youth customers increased slightly from FY 2013-14. The ethnicity of BEST customers continues to remain unchanged with the largest percentage of youth served identifying as Latinos. Percentage of youth high risk and gang involved is up 16% from last year indicating that new BEST grantees are building capacity to work with high risk gang involved youth.

**Table 7 - BEST Customers**

| Profile of BEST Customer                 |
|--|
| 3,720 Youth Served                       |
| 68% of Youth Served Were 15-20 Years Old |
| 50% of Youth Served Were Male            |
| 50% of Youth Served Were Female          |
| 80% of Youth High Risk and Gang Involved |

**Chart 8**

## Gender



**Table 8**

## Age

| 6-10 yrs | 11-14 yrs | 15-20 yrs | 21-25 yrs | Over 25 |
|----------|-----------|-----------|-----------|---------|
| 5%       | 13%       | 68%       | 8%        | 6%      |

**Table 9**

## Ethnicity

| Asian Pacific Americans | African Americans | Latino Americans | Caucasian Americans | Other/Multi-racial |
|-------------------------|-------------------|------------------|---------------------|--------------------|
| 2%                      | 6%                | 79%              | 3%                  | 5%                 |

**Table 10**

## Risk Level of Youth Customers

| Client At-Risk | Client High-Risk | Gang Impacted | Gang Intentional | Unassigned |
|----------------|------------------|---------------|------------------|------------|
| 20%            | 40%              | 28%           | 9%               | 3%         |

“I regret all of the mistakes I’ve made, but maybe this all happened for a reason. I don’t know. Maybe I’m meant to help others.” - 17-year old AARS participant

“I like the Let’s Talk group because I get to connect with other girls who have the same struggles and mentality as me.” – Lighthouse of Hope participant

# Profile of BEST Customers - Top Zip Codes & Referrals

Home zip codes were collected from all customers served by BEST grantees during Cycle XXIV. The table below shows a comparison of home zip codes of youth customers across five years of BEST funding. The majority of youth served by BEST Providers resided in the east side of San Jose – similar to previous years. **The zip code 95122 has been the top geographical region with the most youth customers served over the last five cycles of funding.** The SJSU to Tully area with the zip code of 95112 moved into the fifth spot this year and the Alum Rock area moved into the third spot.

**Table 11 - Top Customer Zip Codes**

| Top Zip Codes Where BEST Customers Live |          |         |          |          |          |          |
|---|----------|---------|----------|----------|----------|----------|
| Region                                  | Zip Code | Percent | Cycle 24 | Cycle 23 | Cycle 22 | Cycle 21 |
| King/Ocala/Overfelt HS Area             | 95122    | 20.9%   | 1        | 1        | 1        | 1        |
| Andrew Hill HS Area                     | 95111    | 16.4%   | 2        | 2        | 3        | 4        |
| Alum Rock Area                          | 95127    | 9.9%    | 3        | 4        | 8        | 7        |
| Mayfair Area                            | 95116    | 9.8%    | 4        | 3        | 7        | 2        |
| SJSU to Tully Area                      | 95112    | 6.7%    | 5        | 6        | 5        | 6        |
| Downtown & Washington Area              | 95110    | 5.9%    | 6        | 5        | 7        | 4        |

Each year, the evaluation team reports on the referral source of youth clients for all BEST grantees collectively. This data is important as it is reflective of the partnerships developed and established by grantees with the community –at-large and collaborations throughout the City. As the table indicates below, Cycle 24 saw a two percent decrease in referrals of youth to BEST Providers from the Juvenile Justice System and a one percent (1%) referrals from the San José Police Department. School referrals are still high with a two percent (2%) reduction this year from last year. Referrals from parents decreased by four percent (4%) this year. Self referrals were up 4%.

**Table 12- BEST Referral Source**

| BEST Referral Source Comparison for Youth |          |          |          |          |          |            |
|---|----------|----------|----------|----------|----------|------------|
|   | Cycle 24 | Cycle 23 | Cycle 22 | Cycle 21 | Cycle 20 | Difference |
| Police                                    | 1%       | 1%       | 0%       | 1%       | 2%       | 0%         |
| Juvenile Justice                          | 9%       | 11%      | 23%      | 15%      | 17%      | -2%        |
| School                                    | 38%      | 40%      | 28%      | 26%      | 31%      | -2%        |
| Parents                                   | 4%       | 8%       | 1%       | 1%       | 9%       | -4%        |
| Friend                                    | 4%       | 5%       | 6%       | 9%       | 5%       | -1%        |
| Self                                      | 36%      | 32%      | 29%      | 45%      | 29%      | 4%         |
| Other                                     | 8%       | 4%       | 13%      | 3%       | 8%       | 4%         |

“Since I started participating in FAST, my life changed from being hopeless to hopeful. I know higher education is a possibility. I am an ‘A’ student.” – FAST youth participant

“I feel more confident. There are always going to be obstacles in your path, but it’s your choice how you go about it.” – Got choices participant

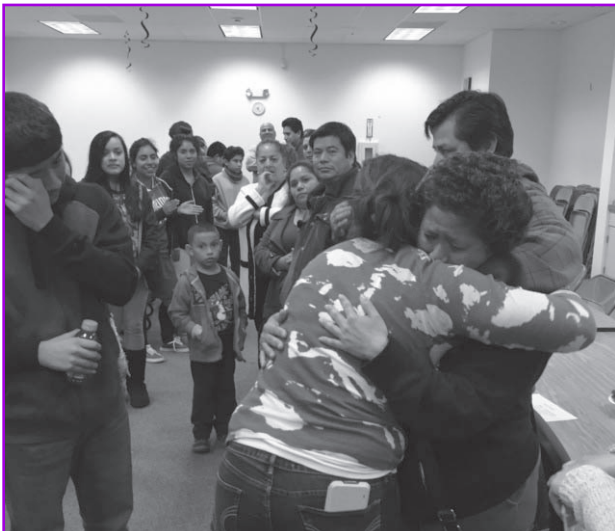
“The program made me realize that there is more to life than just drugs, gangs and violence.” – CTC Step Ahead participant

# Ethnicity of BEST Customers

BEST Customers were 79% Latino Americans, 6% African Americans, 5% Multi Racial, 3% Caucasians, and 2% Asian/Pacific Inlanders.

**Table 13 -Ethnicity of BEST Customers**

| BEST Service Provider                            | Total Ongoing Unduplicated Customers | Asian Pacific Americans | African Americans | Latino Americans | Caucasian Americans | Other/Multi-Racial |
|--|--------------------------------------|-------------------------|-------------------|------------------|---------------------|--------------------|
| Alum Rock Counseling Center (ARCC)               | 217                                  | 0%                      | 1%                | 86%              | 3%                  | 3%                 |
| Asian American Recovery Service (AARS)           | 70                                   | 3%                      | 7%                | 80%              | 7%                  | 3%                 |
| Asian Americans for Community Involvement (AACI) | 73                                   | 99%                     | 0%                | 1%               | 0%                  | 0%                 |
| Bill Wilson Counseling Center                    | 72                                   | 1%                      | 21%               | 43%              | 24%                 | 10%                |
| California Youth Outreach (CYO)                  | 301                                  | 0%                      | 0%                | 97%              | 1%                  | 1%                 |
| Catholic Charities of Santa Clara (CCSJ)         | 708                                  | 0%                      | 1%                | 95%              | 3%                  | 0%                 |
| CommUniverCity SJSU Foundation                   | 194                                  | 0%                      | 1%                | 99%              | 0%                  | 0%                 |
| ConXión To Community (CTC)                       | 174                                  | 13%                     | 2%                | 83%              | 1%                  | 5%                 |
| EMQ FamiliesFirst, Inc. (EMQFF)                  | 71                                   | 2%                      | 3%                | 86%              | 6%                  | 0%                 |
| Family Children Services (FCS)                   | 199                                  | 1%                      | 0%                | 100%             | 0%                  | 0%                 |
| Firehouse Community Development Corp.            | 127                                  | 11%                     | 1%                | 96%              | 2%                  | 0%                 |
| Fresh Lifelines for Youth (FLY)                  | 287                                  | 0%                      | 7%                | 77%              | 5%                  | 4%                 |
| Girl Scouts of Santa Clara County                | 628                                  | 0%                      | 6%                | 70%              | 4%                  | 16%                |
| Lighthouse of Hope Counseling Center, Inc.       | 77                                   | 39%                     | 3%                | 32%              | 3%                  | 12%                |
| San Jose Conservation Corps and Charter School   | 30                                   | 0%                      | 0%                | 83%              | 0%                  | 0%                 |
| San Jose Jazz Society                            | 164                                  | 3%                      | 0%                | 72%              | 5%                  | 2%                 |
| The Art of Yoga Project                          | 110                                  | 0%                      | 5%                | 58%              | 7%                  | 24%                |
| The Tenacious Group                              | 64                                   | 0%                      | 8%                | 77%              | 5%                  | 3%                 |
| Ujima Adult and Family Services, Inc.            | 95                                   | 0%                      | 94%               | 2%               | 0%                  | 0%                 |
| Unity Care Group, Inc                            | 59                                   | 0%                      | 17%               | 68%              | 2%                  | 2%                 |
| All Programs                                     | 3,720                                | 2%                      | 6%                | 79%              | 3%                  | 5%                 |



# BEST Services Delivered During This Year

**Table 14**

| Total Planned Hours of Service for Year | Total Actual Units of Service for Year | Percent of Actual Services Year | Hours of Service per Customer | Youth Not Arrested During Services by Staff and Youth Assessment |
|---|--|---------------------------------|-------------------------------|--|
| 164,783                                 | 225,574                                | 137%                            | 61                            | 92%  |

BEST grantees delivered 225,574 hours of service during this year. Collectively, grantees provided 137% of their contracted services for the full year. Ninety-two percent (92%) of youth served were not arrested during their tenure as a participant in BEST-funded programming as self reported by youth and staff assessments.

## The Average BEST Customer Received 61 Hours of Service at a Cost of \$805

The amount of service provided per customer is an important measure when evaluating intervention services for high-risk youth. Research indicates that changing the behavior and mindset of youth and their parents through interventions requires an investment over time or sufficient dosage of services to change the way a youth thinks and deals with life challenges and opportunities. BEST grantees averaged 61 hours per customer this year.

The following table indicates the average cost per customer along with average hours of service or dosage of service.

**Table 15**

| BEST Service Provider FY 2014-2015               | Total Funds | Total Actual Hours of Service for Year | Percent of Actual Services Year | Total Ongoing Unduplicated Customers | Hours of Service-Dosage per Customer |
|--|-------------|--|---------------------------------|--------------------------------------|--------------------------------------|
| Alum Rock Counseling Center (ARCC)               | \$306,165   | 12,545                                 | 108%                            | 217                                  | 58                                   |
| Asian American Recovery Service (AARS)           | \$73,200    | 1,179                                  | 37%                             | 70                                   | 17                                   |
| Asian Americans for Community Involvement (AACI) | \$131,396   | 1,694                                  | 63%                             | 73                                   | 23                                   |
| Bill Wilson Counseling Center                    | \$99,000    | 2,487                                  | 104%                            | 72                                   | 35                                   |
| California Youth Outreach (CYO)                  | \$428,491   | 22,488                                 | 188%                            | 301                                  | 75                                   |
| Catholic Charities of Santa Clara (CCSJ)         | \$366,400   | 50,270                                 | 272%                            | 708                                  | 71                                   |
| CommUniverCity SJSU Foundation                   | \$74,000    | 5,867                                  | 97%                             | 194                                  | 30                                   |
| ConXión To Community (CTC)                       | \$242,312   | 31,698                                 | 112%                            | 174                                  | 182                                  |
| EMQ FamiliesFirst, Inc. (EMQFF)                  | \$63,750    | 1,845                                  | 122%                            | 71                                   | 26                                   |
| Family Children Services (FCS)                   | \$102,000   | 8,283                                  | 239%                            | 199                                  | 42                                   |
| Firehouse Community Development Corp.            | \$315,780   | 13,834                                 | 97%                             | 127                                  | 109                                  |
| Fresh Lifelines for Youth (FLY)                  | \$144,960   | 11,281                                 | 106%                            | 287                                  | 39                                   |
| Girl Scouts of Santa Clara County                | \$183,016   | 12,062                                 | 137%                            | 628                                  | 19                                   |
| Lighthouse of Hope Counseling Center, Inc.       | \$39,992    | 950                                    | 62%                             | 77                                   | 12                                   |
| San Jose Conservation Corps and Charter School   | \$162,161   | 22,620                                 | 94%                             | 30                                   | 754                                  |
| San Jose Jazz Society                            | \$85,188    | 12,133                                 | 151%                            | 164                                  | 74                                   |
| The Art of Yoga Project                          | \$56,600    | 1,661                                  | 129%                            | 110                                  | 15                                   |
| The Tenacious Group                              | \$52,400    | 6,241                                  | 296%                            | 64                                   | 98                                   |
| Ujima Adult and Family Services, Inc.            | \$112,800   | 5,543                                  | 172%                            | 95                                   | 58                                   |
| Unity Care Group, Inc                            | \$35,691    | 893                                    | 75%                             | 59                                   | 15                                   |
| All Programs                                     | \$3,075,302 | 225,574                                | 137%                            | 3,720                                | 61                                   |

# Cost per Hour by BEST Service Providers

**Table 16**

| Actual Cost per Hour BEST Funds | Actual Cost per Hour Total Funds | Cost per Customer BEST Funds | Cost per Customer Total Funds | Average # of New Caring Adults Connected to Youth |
|---------------------------------|----------------------------------|------------------------------|-------------------------------|---|
| \$9.44                          | \$13.28                          | \$572                        | \$805                         | 3.7   |

The cost per hour was \$9.44 for BEST grant funds and \$13.28 for total funds. This is down from \$15.78 from last cycle a 19% improvement in efficiency. Service providers connected an average of 3.7 new caring adults to youth as a result of their participation in program services.

The table below shows the cost per hour for each BEST grantee. Readers are reminded that grantee should only be compared to grantees with similar services and care. Cost per hour ranged from a low of \$7.71 for San Jose Conservation Corps Charter School to a high of \$66.33 for Lighthouse of Hope Counseling Center Inc.

**Table 17**

| BEST Service Provider FY 2014-2015               | Cost per Hour of Service for Year BEST Funds | Cost per Hour of Service for Year Total Funds | BEST Funds per Customer | Total Funds Spent per Customer | Average # of New Caring Adults Connected to Youth |
|--|--|---|-------------------------|--------------------------------|---|
| Alum Rock Counseling Center (ARCC)               | \$16.12                                      | \$19.35                                       | \$932                   | \$1,119                        | 2.8   |
| Asian American Recovery Service (AARS)           | \$48.88                                      | \$62.11                                       | \$823                   | \$1,046                        | 2.8   |
| Asian Americans for Community Involvement (AACI) | \$19.48                                      | \$38.78                                       | \$452                   | \$900                          | 3.1   |
| Bill Wilson Counseling Center                    | \$33.37                                      | \$40.05                                       | \$1,153                 | \$1,383                        | 5.4   |
| California Youth Outreach (CYO)                  | \$15.56                                      | \$19.15                                       | \$1,163                 | \$1,431                        | 5.2   |
| Catholic Charities of Santa Clara (CCSJ)         | \$6.23                                       | \$7.29  | \$442                   | \$518                          | 4.0   |
| CommUniverCity SJSU Foundation                   | \$10.56                                      | \$12.63                                       | \$319                   | \$382                          | 2.6   |
| ConXión To Community (CTC)                       | \$5.30                                       | \$7.64  | \$965                   | \$1,392                        | 2.3   |
| EMQ FamiliesFirst, Inc. (EMQFF)                  | \$27.64                                      | \$45.35                                       | \$718                   | \$1,178                        | 1.9   |
| Family Children Services (FCS)                   | \$7.49                                       | \$14.47                                       | \$312                   | \$602                          | 5.0   |
| Firehouse Community Development Corp.            | \$17.94                                      | \$21.83                                       | \$1,954                 | \$2,378                        | 3.8   |
| Fresh Lifelines for Youth (FLY)                  | \$10.71                                      | \$12.87                                       | \$421                   | \$506                          | 3.2   |
| Girl Scouts of Santa Clara County                | \$3.65                                       | \$15.18                                       | \$70                    | \$292                          | 3.0   |
| Lighthouse of Hope Counseling Center, Inc.       | \$23.16                                      | \$66.33                                       | \$286                   | \$818                          | 2.7   |
| San Jose Conservation Corps and Charter School   | \$2.70                                       | \$7.17  | \$2,033                 | \$5,405                        | 3.2   |
| San Jose Jazz Society                            | \$3.85                                       | \$7.25  | \$285                   | \$536                          | 2.5   |
| The Art of Yoga Project                          | \$28.60                                      | \$35.55                                       | \$432                   | \$537                          | 4.8   |
| The Tenacious Group                              | \$7.05                                       | \$8.44  | \$687                   | \$823                          | 4.4   |
| Ujima Adult and Family Services, Inc.            | \$16.81                                      | \$20.35                                       | \$981                   | \$1,187                        | 2.8   |
| Unity Care Group, Inc                            | \$22.30                                      | \$32.47                                       | \$338                   | \$491                          | 3.2   |
| All Programs                                     | \$9.44                                       | \$13.28                                       | \$572                   | \$805                          | 3.7   |



# Indicators of Performance - Efficiency and Effectiveness

CCPA evaluated the performance of each of the 20 BEST grantees relative to their effectiveness and efficiency. Two indicators of effectiveness are Youth Customer Satisfaction and Service Productivity. Two indicators of efficiency are Percentage of Contracted Services Delivered and Cost per Hour of Service. The definitions of the key performance indicators follows:

**Percent of contracted services delivered** should be minimally 95% for the contract period. BEST grantees measure the amount of service delivered by reporting the number of hours of direct service provided to customers across the various activities.

**Cost per hour of service** for BEST funds is calculated by dividing the amount of BEST funds expended by the number of hours of direct service delivered. Cost per hour of service for total funds is calculated by dividing the amount of BEST funds and matching funds by the number of hours of direct service delivered. No performance goal is set for cost per hour but readers can compare the cost per hour of services among similar grantees contracted to provide similar services to determine if the cost per hour is reasonable.

**Youth customer satisfaction** is determined by child and youth responses to four questions about satisfaction with the services they received. The four questions are summarized into a score which ranges from 0% (low) to 100% (very high). BEST has set a performance goal of 80% for this measure.

**Service Productivity** is a measure which is used to determine the effectiveness of BEST-funded services. This measure is a summary score and reflects whether customers gained new skills or positive behaviors as a result of receiving services. The score is a percentage that can be positive (customer is better off) or negative (customer is worse off) and is calculated by taking the percentage of targeted changes achieved minus the percentage missed. Grantees do not get credit for customers who indicate that they did not experience any change in attitudes, behaviors, skills or knowledge. For grantees there are three types of service productivity - one that measures child and youth developmental assets (asked by all grantees), the second that measures program-specific changes, as determined by the grantee and the third that measures social/respect specific changes in attitudes and behaviors. BEST set a goal of 70% as a stretch goal for agencies up from the national benchmark of 60%

## BEST Performance Target Goals:

Percent of contracted service delivered: 95%

Customer satisfaction rate: 80%

For The Three Service Productivity Rates :70%

## List of BEST Grantees and Performance Goals Achieved

### Grantees That Met all Six Performance Goals

1. Bill Wilson Counseling Center
2. California Youth Outreach (CYO)
3. Firehouse Community Development Corp.
4. Fresh Lifelines for Youth (FLY)
5. San Jose Jazz Society
6. The Tenacious Group
7. Ujima Adult and Family Services, Inc.

### Grantees That Met Four Out of Six Performance Goals

#### Grantee That Met One Out of Six Performance Goals

1. Lighthouse of Hope Counseling Center, Inc.
2. Unity Care Group, Inc

### Grantees That Met None of Six Performance Goals

1. Asian American Recovery Service (AARS)

### Grantees That Met Five Out of Six Performance Goals

1. Alum Rock Counseling Center (ARCC)
2. Asian Americans for Community Involvement (AACI)
3. Catholic Charities of Santa Clara (CCSJ)
4. CommUniverCity SJSU Foundation
5. ConXión To Community (CTC)
6. EMQ FamiliesFirst, Inc. (EMQFF)
7. Family Children Services (FCS)
8. Girl Scouts of Santa Clara County
9. San Jose Conservation Corps and Charter School
10. The Art of Yoga Project

Table 18

| BEST Grantees Performance Summary for Cycle XXIV (24) of FY 2014-15 |        |         |
|---|--------|---------|
|   | Number | Percent |
| Grantees That Met all Six Performance Goals                         | 8      | 40%     |
| Grantees That Met Five Out of Six Performance Goals                 | 8      | 40%     |
| Grantees That Met Four Out of Six Performance Goals                 | 1      | 5%      |
| Grantees That Met Three Out of Six Performance Goals                | 0      | 0%      |
| Grantees That Met Two Out of Six Performance Goals                  | 0      | 0%      |
| Grantees That Met One Out of Six Performance Goals                  | 2      | 10%     |
| Grantees That Missed All Six Performance Goals                      | 1      | 5%      |

# BEST Grantee Data for Efficiency and Effectiveness

The following table indicates the performance scores for efficiency and effectiveness of services by grantee. A shaded area indicates a Continuous Quality Improvement (CQI) performance goal that was missed. Eight (8) BEST grantees met all six of their CQI performance goals. Eight (8) grantees met five out the six summary CQI performance goals. One(1) grantees met four of the CQI performance goals. One (1) grantee met none of the CQI performance goals. The area for CQI is for eleven grantees to work to improve their Youth Pro-social Behavior Productivity.

**Table 19**

|   | EFFICIENCY   |  |   | EFFECTIVENESS |  |   |   |                               |
|---|--|--|---|---------------|--|---|---|-------------------------------|
|   | Percent of Actual Services Year to Contracted Services | Cost per Hour of Service for Year BEST Funds | Cost per Hour of Service for Year Total Funds | Youth Sat.    | Youth-rated Asset Development Service Productivity | Youth-reported Pro-social Behavior Productivity | Youth-rated Agency Service Productivity | Service Performance Index SPI |
| <b>BEST Service Provider FY 2014-2015</b>                             |  |  |   |               |  |   |   |                               |
| Bill Wilson Counseling Center   | 104%   | \$33.37                                      | \$40.05                                       | 95%           | 82%  | 74%   | 77%                                     | 679                           |
| California Youth Outreach (CYO)                                       | 188%   | \$15.56                                      | \$19.15                                       | 99%           | 93%  | 95%   | 97%                                     | 761                           |
| Catholic Charities of Santa Clara (CCSJ)                              | 272%   | \$6.23                                       | \$7.29  | 93%           | 89%  | 88%   | 83%                                     | 786                           |
| Firehouse Community Development Corp.                                 | 97%  | \$17.94                                      | \$21.83                                       | 95%           | 94%  | 93%   | 91%                                     | 744                           |
| Fresh Lifelines for Youth (FLY)                                       | 106%   | \$10.71                                      | \$12.87                                       | 85%           | 76%  | 70%   | 83%                                     | 730                           |
| San Jose Jazz Society   | 151%   | \$3.85                                       | \$7.25  | 88%           | 75%  | 71%   | 77%                                     | 719                           |
| The Tenacious Group   | 296%   | \$7.05                                       | \$8.44  | 89%           | 83%  | 74%   | 89%                                     | 781                           |
| Ujima Adult and Family Services, Inc.                                 | 172%   | \$16.81                                      | \$20.35                                       | 95%           | 89%  | 85%   | 85%                                     | 733                           |
| <b>BEST Grantees That Missed One or More of the Performance Goals</b> |  |  |   |               |  |   |   |                               |
| Alum Rock Counseling Center (ARCC)                                    | 108%   | \$16.12                                      | \$19.35                                       | 82%           | 75%  | 63%   | 76%                                     | 654                           |
| Asian Americans for Community Involvement (AACI)                      | 63%  | \$19.48                                      | \$38.78                                       | 99%           | 92%  | 79%   | 99%                                     | 661                           |
| CommUniverCity SJSU Foundation  | 97%  | \$10.56                                      | \$12.63                                       | 89%           | 71%  | 61%   | 75%                                     | 647                           |
| ConXión To Community (CTC)  | 112%   | \$5.30                                       | \$7.64  | 97%           | 72%  | 61%   | 82%                                     | 757                           |
| EMQ FamiliesFirst, Inc. (EMQFF)                                       | 122%   | \$27.64                                      | \$45.35                                       | 88%           | 82%  | 68%   | 82%                                     | 657                           |
| Family Children Services (FCS)  | 239%   | \$7.49                                       | \$14.47                                       | 85%           | 72%  | 63%   | 68%                                     | 739                           |
| Girl Scouts of Santa Clara County                                     | 137%   | \$3.65                                       | \$15.18                                       | 89%           | 74%  | 63%   | 74%                                     | 711                           |
| The Art of Yoga Project   | 129%   | \$28.60                                      | \$35.55                                       | 83%           | 75%  | 65%   | 88%                                     | 632                           |
| San Jose Conservation Corps and Charter School                        | 94%  | \$2.70                                       | \$7.17  | 89%           | 78%  | 66%   | 84%                                     | 691                           |
| Lighthouse of Hope Counseling Center, Inc.                            | 62%  | \$23.16                                      | \$66.33                                       | 89%           | 65%  | 58%   | 64%                                     | 569                           |
| Unity Care Group, Inc   | 75%  | \$22.30                                      | \$32.47                                       | 82%           | 51%  | 57%   | 58%                                     | 534                           |
| Asian American Recovery Service (AARS)                                | 37%  | \$48.88                                      | \$62.11                                       | 65%           | 48%  | 31%   | 62%                                     | 352                           |
| All Programs  | 137%   | \$9.44                                       | \$13.28                                       | 89%           | 79%  | 72%   | 80%                                     | 684                           |



"My life is so much better. I've been able to use services at the Drop and change my life." – BWC client

"If I was not attending the San Jose Conservation Corps, I would probably be working at a weed store. However, I am attending SJCC to get my high school diploma to better myself for my family". –SJCC participant

"When I started high school I didn't care about anything. My mom always tells me I'm no good; I have no future and that I'm not going to succeed or graduate. So I started slowly giving up. But when I began to learn RESH 180 it began to stir something deep inside me that just maybe I am here for a purpose." – Yerba Buena High School Junior

# Service Performance Index By BEST Grantee

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The Performance Logic Model requires that data regarding effort and effect be presented for all agencies and each agency separately. This BEST evaluation produced information about nine categories of performance, six relating to effort and three relating to effect. Across the nine categories, 31 distinct measures are covered. Another 25 measures are processed and reported in the annual report. Since it is impossible to mentally combine this information to gain an overall impression of how well the BEST grantees performed, let alone compare two or more grantees, our evaluation team developed the Service Performance Index (SPI) to mathematically integrate the performance data.

Whenever someone asks “What does the SPI mean?” the answer can be found in the model selected to guide the construction of such a score. The model selected for the SPI is the most widely used to measure overall performance of for-profit and not-for-profit organizations. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. The Criteria are designed to help organizations use an integrated approach to improving performance by promoting:

- Delivery of ever-improving value to all customers and stakeholders, such as the children, youth, parents, and community residents of San José.
- Improvement of overall effectiveness and productive capabilities of any organization, such as the BEST service providers.
- Organizational and personal learning.

The U.S. Department of Commerce is responsible for the national award program, and the National Institute of Standards and Technology (NIST) manages the program. The American Society for Quality (ASQ) assists in administering the program under contract to NIST. Most states operate a state award program modeled after the national program. In California the California Council for Excellence administers the state program. The state award program includes a team review of the application and a visit to the organization, if enough points are earned to qualify for the bronze level. Unlike the national award program, three levels of awards are made each year based on three cutoff scores. Applying for an award from the state program is a way to become more competitive for the national award. National awards are made to around five organizations annually, although if no organization meets the high standards of performance excellence, NIST can elect to make no

awards. The NIST website, [www.nist.gov](http://www.nist.gov), is the official source of the performance criteria and other information about the national award program.

Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. This system divides organizational performance into three categories: approach, deployment, and results. Approach includes how an organization is designed to operate effectively; deployment involves what the organization does to implement the design, and results refer to what is achieved. We reviewed the measures collected for our report and assigned them to one of these three categories (see Table 44 on the next page). For example, the first measure is based on ratings by the evaluation team of the likelihood that the program design and its underlying philosophy adopted by the service agency would improve the developmental assets of their youth customers. San José BEST staff also give a score for compliance with the grant requirements. The following table lists the measures and summarizes how each measure was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points.





# How is the SPI Indicator Calculated?

Graphic 2

| Area       | Indicator  | Possible Points | Definition   |
|------------|--|-----------------|--|
| Approach   | Evaluation team ratings of program strategy and design—will the strategy produce more assets for youth   | 100             | Original scale was 1-100, adjusted to 0-1, with 50=0, to eliminate unused range (increase spread)  |
|            | San Jose BEST staff ratings of compliance with funding requirements, including required reports, meetings, and site visits   | 50              | Quality of quarterly reports and site visits   |
|            | Staff ratings of 28 performance characteristics contrasting importance of accomplishing with actual achievement—how well does intent align with perceived accomplishment       | 50              | Sum of differences between importance and achievement across 28 items, adjusted for the number of staff reporting; scale reversed and shrunk to 0-1  |
|            | Staff ratings of 9 agency exemplary practices—how capable of doing well is this service team   | 50              | Original scale was 1-5, adjusted to 0-1, averaged across all staff reporting for each agency   |
| Deployment | Cost per customer—lower means more can be served   | 18.18           | Number of registered customers divided by BEST grant funds spent, then magnified to 0-1 range  |
|            | Coverage of types of surveys needed from agency—complete reporting yields more useful information  | 18.18           | Percent of types of surveys collected relative to needed   |
|            | San Jose BEST Analyst ratings of program compliance with funding agency reporting requirements   | 50              | Timeliness of quarter reports attendance at required meetings.   |
|            | Level of risk of youth over 5 years of age (omitted if none served)—highest priority is serving those with the greatest risk as indicated by low level of developmental assets | 18.18           | RPRA scores as a percent of total score with range reversed and adjusted to a 1-0 range where 1 reflects low assets and high need, 0 maximum assets and no need  |
|            | Percent of scores collected—complete reporting yields more useful information  | 18.18           | Count of scores calculated from the survey data obtained divided by total number of scores agency should have provided   |
|            | Surveys collected compared to BEST grant funds spent—were resources used to collect important information  | 18.18           | Total surveys recorded divided by BEST grant funds spent, then magnified to 0-1 range  |
|            | Percent of services planned that were delivered  | 18.18           | Count of services delivered divided by amount of services planned according to contract  |
|            | Expending of grant funds being on schedule—did spending match or exceed needs as indicated in proposal   | 18.18           | Percent of BEST funds awarded during fiscal year that were expended  |
|            | Representativeness of sample of youth surveys collected relative to youth served—how well do these results tell the complete story of how youth fared                          | 18.18           | Percent of youth served that were surveyed, adjusted upward as more youth were surveyed, since the larger agencies can survey a smaller percent of their youth customers; scores exceeding 1 capped at 1 |
|            | Degree of risk of gang involvement of youth customers being served as rated by staff using four risk clusters—at risk, at high risk, impacted, and intentional                 | 18.18           | Percent of membership in each group weighted higher for each level of risk from 1 to 4, then adjusted to fall in the range of 0-1  |
|            | Ten staff ratings of the quality of their work experiences—do staff feel comfortable in their workplace  | 18.18           | Averaged responses across all staff reporting; 0 meant not occurring, 1 meant occurring  |
|            | Staff ratings of 10 organizational management BEST practices—do managers lead effectively  | 18.18           | Averaged responses across all staff reporting; 0 meant not occurring, 1 meant occurring  |
| Results    | Cost per hour of service—getting more services for the money   | 166.67          | Actual hours of service divided by amount of total funds spent, multiplied by 4 to approximate a 0-1 range with scores capped at 1   |
|            | Satisfaction of youth—do youth like what happens   | 41.67           | Average level of satisfaction, or zero if insufficient number of surveys supplied  |
|            | Satisfaction of parents—do the parents like what happens to their children   | 41.67           | Average level of satisfaction, or zero if insufficient number of surveys supplied  |
|            | Asset development productivity reported by youth—did the services produce more youth assets  | 41.67           | Average for all youth reporting, or zero if insufficient number of surveys supplied  |
|            | Agency-specific productivity reported by youth—did the services accomplish selected goals for the youth  | 41.67           | Average for all youth reporting, or zero if insufficient number of surveys supplied  |
|            | Respectfulness productivity reported by youth—did the services help youth customers show more respect for other people and property  | 41.67           | Average for all youth reporting, or zero if insufficient number of surveys supplied  |
|            | Service consistency across youth for promoting asset development—was the approach taken equally effective for all customers in increasing youth assets                         | 41.67           | Consistency calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped   |
|            | Service consistency across youth for accomplishing agency-specified goals—was the approach taken equally effective for all customers in meeting specified goals                | 41.67           | Consistency calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped   |
|            | Service consistency across youth for producing more respectfulness—was the approach taken equally effective for all customers in helping youth be more respectful              | 41.67           | Consistency calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped   |
|            | <b>Total</b>   | <b>1,000</b>    |  |

# BEST Service Performance Index Score

CCPA developed a Service Performance Index (SPI) utilizing the Malcom Baldrige national quality award criteria and rating system to assist organizations with improving performance by using an integrated approach. The SPI is derived from 20 data variables from which a grantee can earn a score between 0 and 1000. The SPI score is similar to the Academic Performance Index (API) score, a single score that reflects a school's, an LEA's, or a student group's academic performance level. SPI points were calculated on the same scale as the Baldrige performance criteria; however, the point totals were modified slightly for each of the three areas: approach, deployment and results. To this end, approach is worth 250 points, deployment worth 250 points and results worth 500 points.

The SPI criteria are designed to help organizations use an integrated approach to improving performance by promoting:

- Delivery of ever-improving value to all customers and stakeholders, such as the children, youth, parents, and community residents of San José.
- Improvement of overall effectiveness and productive capabilities of any organization, such as the BEST service providers.
- Organizational and personal learning.

The values and concepts described below are embedded beliefs and behaviors found in high performing organizations. They are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action and feedback.

## Baldrige Awards for Quality

In 1987 the United States created a quality award program to encourage more companies to develop quality systems. The U.S. Department of Commerce is responsible for the national award program, and the National Institute of Standards and Technology (NIST) manages the program. The American Society for Quality (ASQ) assists in administering the program under contract to NIST.

Here are the guiding principles behind the Baldrige Awards for quality as it applies to your organization's youth and human services.

**Visionary Leadership** - Your organization's senior leaders (administrative/operational and service provider leaders) should set directions and create a customer focus, clear and visible values, and high expectations. The directions, values, and expectations should balance the needs of all your stakeholders.

**Customer-Focused Excellence** - The delivery of services must be customer focused. Quality and performance are the key components in determining customer satisfaction, and all attributes of customer care delivery factor into the judgment of satisfaction and value.

**Organizational and Personal Learning** - Achieving the highest levels of organizational performance requires a well-executed approach to organizational and personal learning. Organizational learning includes both continuous improvement of existing approaches and significant change, leading to new goals and approaches. Learning needs to be embedded in the way your organization operates.

**Valuing Staff and Partners** - An organization's success depends increasingly on the diverse backgrounds, knowledge, skills, creativity, and motivation of all its staff and partners, including both paid staff and volunteers, as appropriate.

**Building Partnerships**-Organizations need to build internal and external partnerships to better accomplish overall goals.

**Agility** -Success in today's ever-changing environment demands agility—a capacity for rapid improvements in service quality. Agility encourages improvements in organization, quality, cost, customer focus, and productivity.

**Focus on the Future** -In today's environment, creating a sustainable organization requires understanding the short- and longer-term factors that affect your organization and marketplace.

**Managing for Innovation** - Innovation means making meaningful change to improve an organization's services, programs, processes, and operations and to create new value for the organization's stakeholders. Innovation should lead your organization to new dimensions of performance innovation.

**"My GED teacher pushes me to be the best. I have never had a teacher care. She does and now I am starting to test because of all my work in class."** – CTC - GED participant

**"I will walk down the stage come graduation day."** – Firehouse participant

**"I learn something new every time I come to FLY. This is a really good program."** – FLY participant



# Service Performance Index (SPI) Results

Readers are reminded that a score over 600 is desirable and meets the performance goal established for the Service Performance Index. SPI scores over 700 are considered high scores.

**For BEST Cycle XXIV, the average SPI score was 684, a 5% improvement from last year's BEST Cycle.** Projects are unique and different and for this reason, performance comparison is only feasible for programs of similar scope.

Ten (10) grantees had high SPI scores over 700, seven (7) grantees had desirable scores of between 600-699, and three (3) grantees missed the SPI performance goal of 600 SPI score. Listed from high SPI score to lowest SPI scores. Part Two of the report has SPI scores for each of the BEST agencies in their individual write ups.

## The high performing SPI scores were achieved by :

Catholic Charities of Santa Clara  
The Tenacious Group  
California Youth Outreach (CYO)  
Center for Training & Careers (CTC)  
Firehouse Community Development Corp.  
Family Children Services (FCS)  
Ujima Adult and Family Services, Inc.  
Fresh Lifelines for Youth (FLY)  
San Jose Jazz Society  
Girl Scouts of Santa Clara County

## Desirable SPI scores were achieved by:

San Jose Conservation Corps and Charter School  
Bill Wilson Counseling Center  
Asian Americans for Community Involvement (AACI)  
EMQ FamiliesFirst, Inc. (EMQFF)  
Alum Rock Counseling Center (ARCC)  
CommUniverCity SJSU Foundation  
The Art of Yoga Project

## SPI score performance goal of above 600 was missed by:

Lighthouse of Hope Counseling Center, Inc.  
Unity Care Group, Inc  
Asian American Recovery Service (AARS)



## How can grantees use their SPI to improve?

Each indicator was converted to a 0-1 scale, unless its range already was 0-1, by shifting the lowest value to zero with a constant, then multiplying by the reciprocal of the largest score. Eight of the indicators required some additional adjustment to place the distribution of scores in the 0-1 range, so that the differences among service organizations would be noticeable. After the original range of scores was converted to 0-1, the distribution was examined for skewness and spread. Spread was increased by truncating the range and revising the scores to more nearly cover the entire 0-1 range. Skewness was removed by capping the range about where the frequency of scores became zero, and adjusting extreme scores up or down to fit in the reduced range. These adjustments must be performed when processing new data; the actual adjustments depend on the distributional properties of each indicator. Increasing the spread in this manner is a linear adjustment and does not alter the correlations among the indicators; reducing skewness is a nonlinear adjustment that resembles a logarithmic transformation, in that it pulls in extreme scores. Such transformations often increase the correlation between pairs of variables.

In order to strengthen the validity of the SPI, minimum sample sizes were applied to the indicators involving data collected from stakeholders. If insufficient data were available to calculate an indicator, then zero points were awarded. The following minimums were selected: 5 or more of each type of survey to count as a type; 10 surveys of parents if 25 or more youth customers served and 20 surveys of youth if 25 or more youth customers (including young parents as customers) served to earn a corresponding productivity, satisfaction, or quality indicator score. Clearly, groups can improve their performance index scores dramatically by getting adequate samples of their customers' opinions.

## Summarizing, service organizations score higher on the SPI when they do the following:

1. Choose a service model that is more likely to increase the developmental assets of their youth customers;
2. Train staff to achieve goals closely related to things the management considers important, rather than trivial;
3. Strive to deliver services following some exemplary organizational practices;
4. Strive to serve more customers with the BEST funding received;
5. Gather representative samples of each type survey: youth opinions, parent opinions, staff opinions, and the youth developmental assets assessment (RPRA) in the fall;
6. Serve youth with lower developmental assets;
7. Collect and submit more than 15 parent surveys and 20 youth surveys so that all of the effects scores will be computed;
8. Spend 100% of their BEST funding allocation;
9. Gather enough youth surveys to adequately represent their customers' views on how much services helped them;
10. Promote rewarding work experiences for staff;
11. Manage service operations knowledgeably;
12. Manage the delivery of service activities so the cost per hour of service does not shoot upward;
13. Deliver services that the youth and parent customers perceive as helpful;
14. Deliver helpful services to every customer, not just those who are easy to serve.

# Evidence -Based Principles for Effective Interventions

The National Institute of Corrections (NIC), in collaboration with the Crime and Justice Institute, assembled leading scholars and practitioners from the fields of criminal justice and prevention to define the core elements of EBP based upon the “what works” research. They identified eight evidence-based principles for effectively intervening with offenders and persons at-risk of criminal behavior. These eight principles serve as the foundation for agencies interested in grounding policy and practice in the principles of effective intervention in order to prevent criminal behavior.

## Exhibit 1 – Eight Evidence Based Principles (EBP)

### Eight Evidence-Based Principles for Effective Interventions

1. Assess actuarial risk/needs.
2. Enhance intrinsic (self) motivation.
3. Target Interventions
  - a. Risk Principal: Prioritize supervision, services, and resources for higher risk customers.
  - b. Need Principle: Target interventions to criminogenic needs.
  - c. Responsivity Principle: Be responsive to temperament, learning style, motivation, culture, and gender when providing services to a client.
  - d. Dosage: Facilitate and/or provide more structured programming for higher risk youth up to 40-70% of the time for those at higher risk.
  - e. Provide a wide array of services according to risk, need, and response to treatment/care with emphasis on cognitive behavior treatment and activities.
4. Train staff in skills that produce behavioral change using directed practices (i.e. cognitive behavioral methods).
5. Increase positive reinforcements.
6. Engage ongoing support in natural environments.
7. Measure relevant processes, activities, and practices.
8. Provide measurement feedback for improvements to customers and staff, along with other stakeholders.

This summary of the evidence-based practices (EBP) clearly indicates that community-based, faith-based, and non-profit organizations can and should be active partners in assisting in the implementation of the San José MGPTF Strategic Work Plan and integration of EBP strategies. Successful violence and crime reduction can be achieved by building partnerships and expanding relationships between all stakeholders to make San José a safe, healthy, and engaged community.

**Note: These EBP were emphasized in the 2013-2016 qualification process for BEST funded providers.**

**For further information visit: <http://www.cepp.com/coaching.htm>**

# Common Historical Risk Factors & Criminogenic Needs

The same study also identified common historical risk factors (Static Risk Factors) and common criminogenic needs (Dynamic Risk Factors). The “what works” research indicated that the dynamic risk factors were more important to assess than the static risk factors. This research also indicated the importance of transforming anti-social attitudes, cognitions, associates, peers, and behavior to pro-social mindsets and behaviors.

## Exhibit 2 – Common Risk Factors & Criminogenic Needs

### Common Historical Risk Factors (Static Risk Factors)

1. **Age at first arrest**
2. **Current age**
3. **Gender**
4. **School failure, suspensions and expulsions**
5. **Criminal history**

### Common Criminogenic Needs (Dynamic Risk Factors)

1. **Anti-social attitudes, cognitions**
2. **Anti-social associates, peers**
3. **Anti-social behavior**
4. **Family, marital stressors**
5. **Substance abuse**
6. **Lack of employment stability, achievement**
7. **Lack of educational achievement**
8. **Lack of pro-social leisure activities**

The research on criminogenic needs indicates that the anti-social needs must be addressed and the transformation to a pro-social mindset must occur if employment, education, and substance abuse services, for example, are to yield the desired results.

San José BEST, from its beginnings, 24 years ago, has focused on building pro-social attitudes, cognition, peers, behaviors and recreational activities. From the early professional development trainings, the City of San José, BEST and City of San José staffs have focused on transforming the gang, code of streets, prison, and other anti-social mindsets to pro-social mindsets that allow youth to maximize their opportunities for their future.

**These eight principles serve as the foundation for agencies interested in grounding policy and practice in the principles of effective intervention in order to prevent criminal behavior.**

**For further information visit: <http://www.cepp.com/coaching.htm>**



# Staff Proficiency of Evidence -Based Principles

BEST funded grantee staff members, as part of their annual focus group meeting with evaluators, rated their proficiency in delivering the eight evidence-based principles for effective intervention for youth with criminogenic needs. The scoring choices descriptions and the average score from 64 staff assessments are indicated in the table below. The rapid growth in BEST funded grantee staffs' understanding and implementation of the eight evidence based principles is encouraging. The next step in reaching consistency and proficiency requires each grantee to increase their documentation of methods utilized in order to share with others. The staffs overall average score was 4.1. Indicating that they have achieved consistency and proficiency and it is clearly observable and can be demonstrated to others. The results below were from 105 BEST funded staff who filled out the assessment instrument.

## Scoring Choices for the self assessment:

1. Our program has not done much work in this area.
2. Our program has made some progress in this area.
3. Our program has made significant progress in this area.
- 4. We have achieved consistency and proficiency in this area, and this is clearly observable and can be demonstrated to others.**
5. We have achieved consistency and proficiency and have the capacity to support the learning of other program leaders (documentation, tools, etc.)

Table 20

| Eight Evidence-Based Principles for Effective Interventions |  | Score      |
|---|--|------------|
| 1   | Assess actuarial risk/needs of client/customers.   | 4.2        |
| 2   | Enhance intrinsic (self) motivation of our client/customers.   | 4.3        |
| 3   | Target Interventions (a. to e.)  |            |
| a.  | Risk Principal: Prioritize supervision, services, care, and resources for higher risk customers.   | 4.1        |
| b.  | Need Principle: Target interventions to criminogenic needs especially anti-social attitudes, cognitions, associates, peers, and behaviors.   | 4.1        |
| c.  | Responsivity Principle: Be responsive to temperament, learning style, motivation, culture, and gender when providing services to a client/customer.  | 4.3        |
| d.  | Dosage: Facilitate and/or provide more structured programming for higher risk youth up to 40-70% of the time for those at higher risk. We provide more hours of services/dosage for high risk youth customers. | 3.8        |
| e.  | Provide a wide array of services according to risk, need, and response to treatment/care with emphasis on cognitive behavior treatment and activities.   | 4.1        |
| 4   | Train staff in skills that produce behavioral change using directed practices (i.e. cognitive behavioral treatment and intervention methods).  | 3.9        |
| 5   | Increase positive reinforcements for our client/customers.   | 4.3        |
| 6   | Engage ongoing support in natural environments for our client/customers.   | 4.1        |
| 7   | Measure relevant processes, activities, and practices to produce data about the efficiency and effectiveness of our care.  | 4.1        |
| 8   | Provide measurement feedback for improvements to customers and staff, along with other stakeholders.   | 4.0        |
| <b>Average of Total Score</b>                               |  | <b>4.1</b> |

## Initial Outcomes for Spring Sampling of BEST Cycle 24

### *Customer Satisfaction Question*

---

I think the program and activity I participated in was:

|       | Valid Percent |
|-------|---------------|
| Poor  | 0%            |
| Fair  | 3%            |
| Good  | 27%           |
| Great | 70%           |
| Total | 100%          |

**Valid Percent is a percentage that does not include missing cases.**

I feel I benefited from this program:

|            | Valid Percent |
|------------|---------------|
| Not at all | 1%            |
| Some       | 26%           |
| A lot      | 73%           |
| Total      | 100%          |

I thought the people who run the program were:

|                  | Valid Percent |
|------------------|---------------|
| Very helpful     | 90%           |
| Somewhat helpful | 9%            |
| Not helpful      | 1%            |
| Total            | 100%          |

Do you think this program would help a friend or school mate:

|       | Valid Percent |
|-------|---------------|
| Yes   | 76%           |
| Maybe | 23%           |
| No    | 1%            |
| Total | 100%          |

### *Youth Asset Development Selected Changes Service Productivity Questions*

---

72% Because of this program, my success at school (job/training) is better:

83% Because of this program, my understanding of who I am and what I can do is better:

82% Because of this program, my ability to communicate is better:

82% Because of this program, my ability to learn new things is better:

76% Because of this program, my ability to connect with adults is better:

78% Because of this program, my ability to work with others is better:

74% Because of this program, my ability to stay safe is better:

### *Youth Social/Respect Changes Service Productivity Questions*

---

74% Because of this program, I can identify my anger and express it in a non-violent way is better:

73% Because of this program, I feel prepared to succeed in the community where I live is better:

63% Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:

76% Because of this program, I respect others who are different from me more:

*Each BEST Agency Surveys Youth, Parents, and Staff. The results with Agency Selected Questions is based on the service and care provided. Each Agency write up is found in Part 2 of this Report.*

---



# **Population Results Dashboard**

## Population Result--Community Safety-- is Moving in a Desirable Direction

The San José MGPTF Strategic Work Plan and BEST's Performance Logic Model Evaluation set as outcome indicators several population results that are tracked over time to determine how we, as a community, are doing. These results are derived from the effort, effect, and performance of the whole community of San José in raising healthy children who will have the opportunity to succeed in their lives. This following pages contain the BEST Community Safety and the School Success Dashboards.

### San José Continues as Safest Big City in CA

San José had the lowest violent crime rate of a major city in California as indicated by the Federal Bureau of Investigations report published in 2015. San José Violent Crime Rate (VCR) is down 12% from 2007 and the second lowest VCR since 2000. Data on arrests and violent gang related violent crime comes from the SJPd.

Table 16

| City          | Population | Violent Crime | Violent Crime Rate per 100,000 Population | California's Largest Cities Ranking |
|---------------|------------|---------------|---|-------------------------------------|
| San Jose      | 1,009,679  | 3,242         | 321                                       | 1                                   |
| San Diego     | 1,368,690  | 5,214         | 381                                       | 2                                   |
| Fresno        | 513,187    | 2,382         | 464                                       | 3                                   |
| Long Beach    | 471,123    | 2,304         | 489                                       | 4                                   |
| Los Angeles   | 3,906,772  | 19,171        | 491                                       | 5                                   |
| Sacramento    | 482,767    | 2,968         | 615                                       | 6                                   |
| San Francisco | 850,294    | 6,761         | 795                                       | 7                                   |
| Oakland       | 409,994    | 6,910         | 1,685                                     | 8                                   |

**San José Violent Crime Rate from 2007 to 2014 is down 24%; see Chart 14.**

**Violent Gang Related Incidents including Homicide, Attempted Homicide, Rape, Robbery, Aggravated and Simple Assaults-- Down 66% Since 2007-08 to 2014-15**

Chart 11

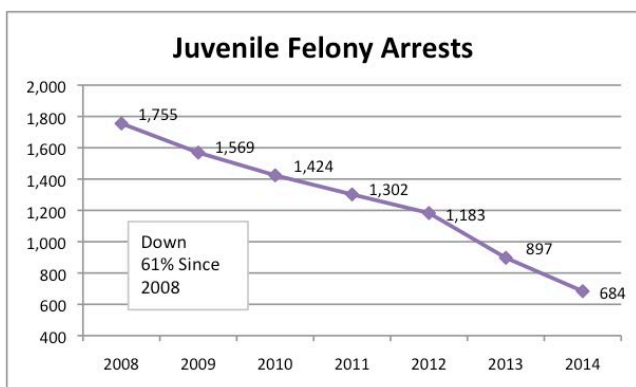
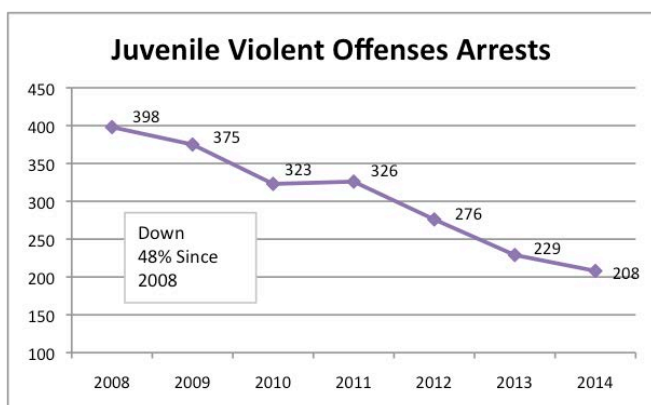
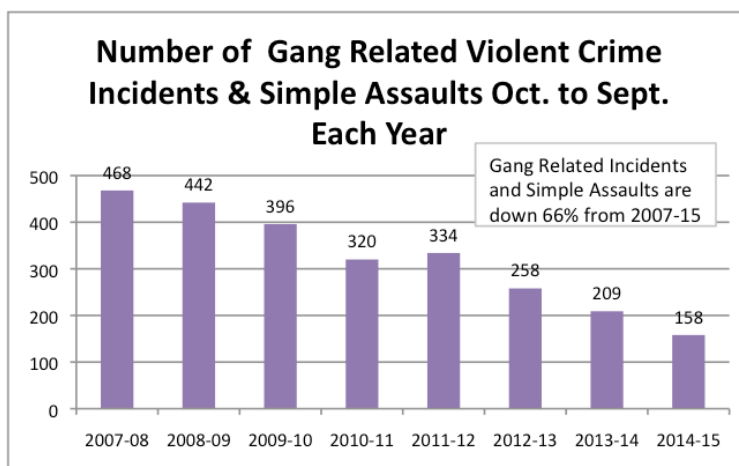


Chart 12



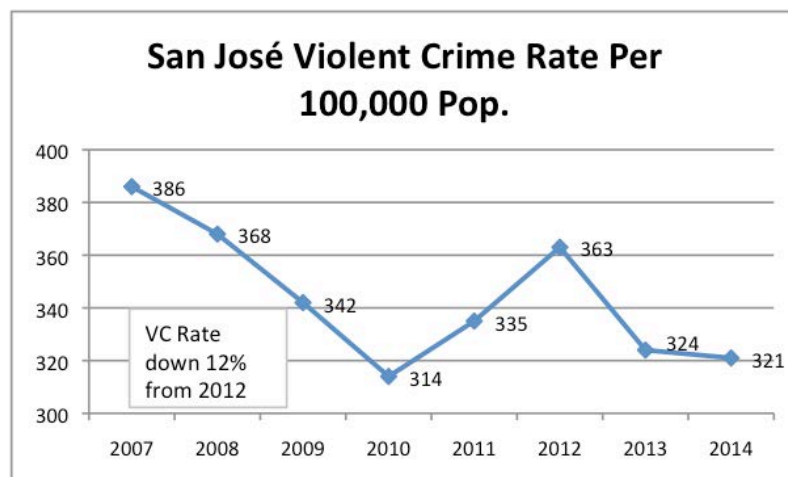
Data is from the Federal Bureau of Investigation - Uniform Crime Report that measures Offenses Known to Law Enforcement. The FBI's Uniform Crime Reporting (UCR) Program collects the number of offenses that come to the attention of law enforcement for violent crime and property crime, as well as data regarding clearances of these offenses.

Chart 13



**In the Last Two Years Violent Crime Rate Turned in a Desirable Direction After Two Years of Increases**

Chart 14





## Population Result - School Success Data is Moving in a Desirable Direction

Chart 15

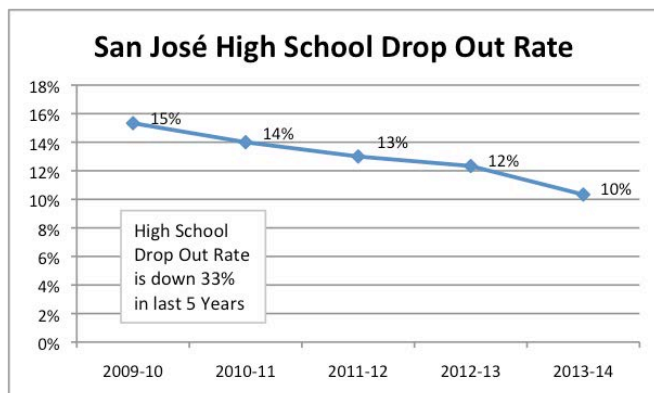


Chart 16

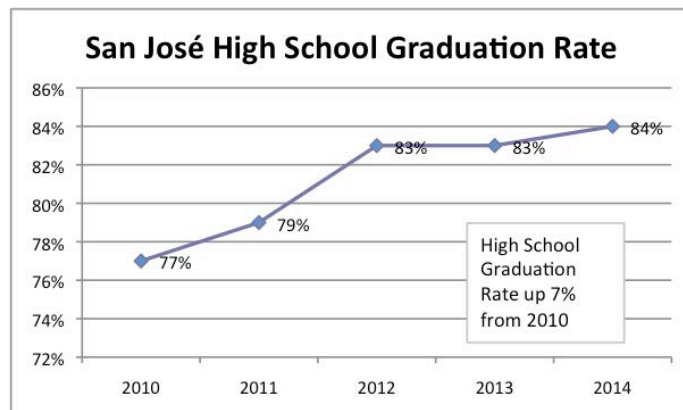
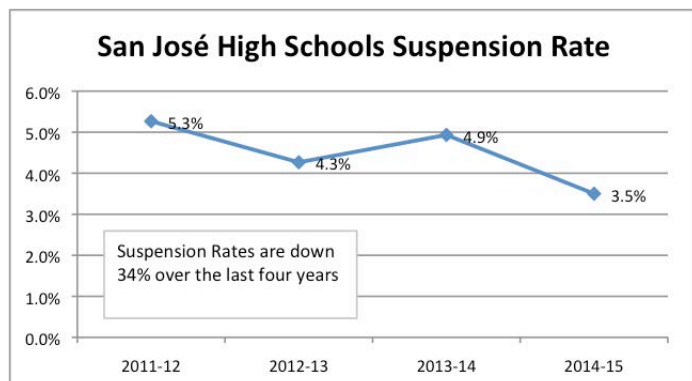


Chart 17



"Suspension and Expulsion Rate Formulas  
(Students Suspended and Students Expelled divided by Cumulative Enrollment multiplied by 100")

Chart 18

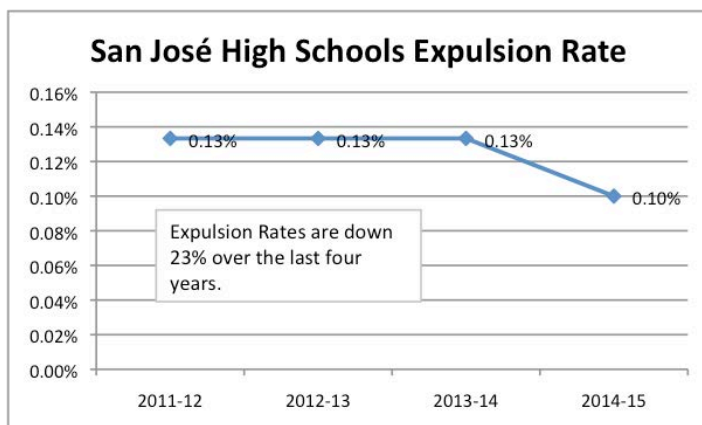
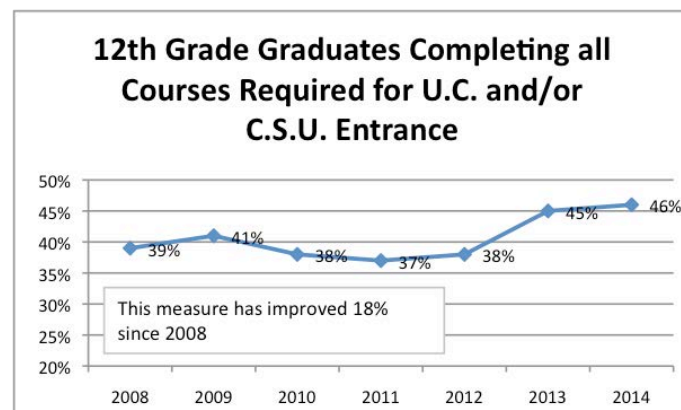
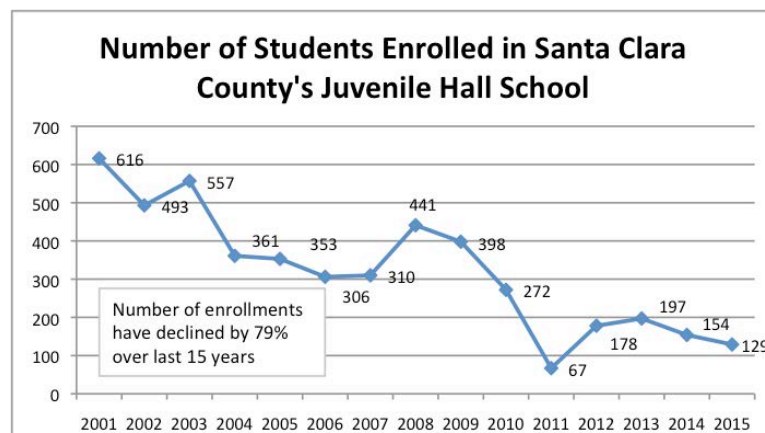


Chart 18 - Graduates Completing All Courses Required for U.C. and C.S.U. Entrance is Level but improving Over the Last Six Years



Education Data is from California Department of Education  
Data Quest <http://dq.cde.ca.gov/dataquest/dataquest.asp>

Chart 19



**All Population Indicators Are Going In A Desirable Direction Because of Everyone's Efforts**

**Santa Clara County has seen a 79% decrease in the number of youth enrolled in Juvenile Hall School since 2001.**

# City of San José BEST Funded Grantee's Summaries

## Part 2 of Final Evaluation Report

### Table of Contents for individual Grantee Summaries

| <b>S.J. BEST Service Providers FY 2014-15</b>    | <b>Page</b> |
|--|-------------|
| Alum Rock Counseling Center (ARCC)               | 39          |
| Asian Americans for Community Involvement (AACI) | 45          |
| Asian American Recovery Service (AARS)           | 49          |
| Bill Wilson Counseling Center                    | 53          |
| California Youth Outreach (CYO)                  | 57          |
| Catholic Charities of Santa Clara (CCSJ)         | 61          |
| Conxión to Community (CTC)                       | 67          |
| CommUniverCity SJSU Foundation                   | 71          |
| EMQ Families First, Inc. (EMQFF)                 | 75          |
| Family Children Services (FCS)                   | 79          |
| Firehouse Community Development Corp.            | 83          |
| Fresh Lifelines for Youth (FLY)                  | 87          |
| Girl Scouts of Santa Clara County                | 93          |
| Lighthouse of Hope Counseling Center, Inc.       | 97          |
| San Jose Conservation Corps and Charter School   | 107         |
| San Jose Jazz - Progressions Project             | 105         |
| The Art of Yoga Project                          | 111         |
| The Tenacious Group                              | 115         |
| Ujima Adult and Family Services, Inc.            | 119         |
| Unity Care Group, Inc                            | 123         |

**Appendix A defines and explains the terms and evidence based strategies utilized in this evaluation design and begins on page A1.**

**Appendix B is a bibliography and begins on page B1.**

# Alum Rock Counseling Center

## Agency Description

A group of active community members with similar interests came together in 1974 to form Alum Rock Counseling (Communications) Center (ARCC). Their goal was to provide the Spanish-speaking community with counseling and communications services that were bilingual and culturally sensitive in a quiet, healthful setting. The agency established its crisis intervention services for youth to provide counseling for minors referred by law enforcement agencies. In 1978, ARCC added a prevention component to reach out to youth and families before behavioral problems turned into potentially volatile situations.

In 1996, the Santa Clara Valley Youth Foundation merged with ARCC. This unique partnership brought the highly regarded Turning Point mentoring program. It was a perfect match, since ARCC's clients would greatly benefit from such a program and ARCC provided a strong infrastructure to ensure the longevity of the program. Mentoring, family education, and after-school youth programs are a fundamental part of ARCC. Alum Rock Counseling Center provides culturally appropriate services that enable youth and their families in East Santa Clara Valley to improve their lives. ARCC has established a broad range of case management, counseling, prevention, education and early intervention services throughout East Santa Clara Valley including services designed for high-risk populations at K-12 school sites. Counselors, trained interns, program coordinators, and volunteers work with youth and families to provide culturally proficient programs that teach healthy family practices, anger management techniques and drug and alcohol abuse prevention as well as address many other personal and emotional concerns. ARCC has kept its finger on the pulse of the community and has adjusted its programs to ensure that client needs are met. The agency creatively collaborates with other nonprofit agencies, schools, and public organizations enabling ARCC to reach youth and families that can greatly benefit from its services.

## Project Description

ARCC's BEST-funded program includes services to adjudicated youth through the Crisis Intervention Prevention for Youth (CIPY) Program. This program provides aftercare and support services to referred youth. Following screening and intake, youth receive a comprehensive assessment that facilitates the development of a 90-day case plan unique to their specific needs focusing on behavior, academic, emotional and other issues. Participants take part in support group workshops that focus on helping high-risk youth learn essential daily life skills. Services also include individual counseling and home site visits. The overall goal for the CIPY program is to provide participants with the skills necessary to establish cognitive behavioral changes that will assist the participants in a personal transformation from a negative, anti-social lifestyle to a positive, pro-social lifestyle, thereby allowing each participant to become a more valuable member of society.

ARCC also provides specialized truancy case management services to middle and high school truant youth who have been identified as "habitual truants" to re-engage them back into the school system by providing support to help them succeed in school. Truancy case worker(s) check school attendance records to confirm the status of youth referred to their program. Services include weekly visits at school and at home in order to build relationships with both the youth and the family. The program design focuses on providing skills, knowledge and support to affect attitude and behavioral change. As part of the truancy services, ARCC works closely with their target school sites to organize support groups using peer support to encourage youth to attend and continue in school. Transition services and referrals for specialized services are explored with youth clients.

### Success Story #1

Sam is an 11-year old, Native American, male. Sam was referred to the program as a result of his negative behavior in class, lack of participation, and low GPA. Sam had a reputation in school for throwing fits and using physical means to express anger. Sam was no stranger to the principal's office and detention center as a result of the poor choices he would make during school and outside of it. Because of his height, Sam was both a bully and was also bullied by other students. Sam stated that because of his reputation, he often felt that people didn't think he is capable of doing good things. He also stated that he was often blamed for incidents for which he had no participation. Sam was also known by school staff for having an excuse rather than accepting responsibility.

After a few short weeks of attending life skills and group mentoring, Sam found positive methods to manage his anxiety and anger in non-violent/aggressive ways. Two teachers spoke with ARCC program staff about Sam's improved behavior in class. Through the use of positive reinforcement and motivational interviewing, Sam also begun to make more positive choices when working both by himself and in groups.

As a result, Sam is now able to stay focused on the task at-hand and even encourage others to do so. The expectations staff have set, and their praise of positive behaviors and problem solving, have made Sam feel like people notice the good he is capable of rather than focusing on the negative. Sam has also started to take more responsibility for his actions. Sam is able to admit when he has done something he should not have and knows that he will have consequences. Sam has worked with staff to create a plan to make the honor roll while engaging in new habits, such as writing homework assignments in his agenda, studying, and taking notes. Sam has stated that he enjoys the Ocala Middle School Mentoring Program because it is not a place of judgment or blame, but one of support. Sam has stated that being himself and knowing that he is on a path to a successful future is what drives him. Although he admits to having more work to do, Sam knows that he is not on the destructive path he once was.


### Success Story #2

Joseph is a 15 year-old Hispanic male student currently attending Willow Glen Middle School. Joseph was referred to the CIPY Program by his probation officer for "relationship conflicts." During the intake and assessment sessions, father, mother, client and Probation Officer all reported that the client needed to work on setting and respecting boundaries and improving his communication with others. After the intake and assessment sessions, the CIPY counselor worked with Joseph to complete his Case Management Service Plan. During this session, Joseph stated his goal for being in the program was, "to learn about people's boundaries and what cues might signal that someone is uncomfortable with what he is saying or doing." Joseph also stated that he would like to think before he speaks.

After the CIPY counselor and client completed the Case Management Service Plan, the CIPY counselor checked in with the client about the reason why he was referred to CIPY. Through the use of reflective and open-ended questions, the counselor and client processed the incident that led to his referral to the program. The counselor praised the client for his honesty and desire to change. Through speaking with him, the counselor learned that he loves his parents and has spent much of his life trying to please them. It was also revealed that the father cared deeply about his son and was continuously telling him what not to do, in an attempt to keep him out of trouble. Through these interactions between Joseph and his father, it became apparent that Joseph interpreted his father's statements as harsh and he developed a strong desire to be right. He stated that he would constantly get in arguments with his parents and others around him because he wanted to prove he was right and they were wrong. This also limited the client's self-expression as he developed a tendency to answer "I don't know" with a blank stare whenever his parents and other people asked him a question because he did not want to risk being wrong.

After Joseph realized that his CIPY counselor would not judge him and that his counselor "heard" him, he became open to learning new coping techniques and practicing healthy ways of expressing himself. After





participating in eight Life Skill classes, client reported that he now stays quiet when he knows he is wrong because he has realized that no one is right all the time, and it is okay to make mistakes and learn from them. Joseph has learned ways to express his feelings of frustration with words, instead of trying to upset others and make them feel bad. He has reported that he is now aware that his words have an impact on others. He has decided that he wants to think before he speaks because his words can offend those he cares about. As a result of the different choices Joseph has been making and his increasingly positive way of communicating, his parents have started to give him more freedom.

### **Client Quotes**

"This program is the best thing that has happened to me. They taught me things I did not know before." – ARCC participant

"Ocala Mentoring Program members and counselors are my second family. They will always be there when you need them." – ARCC participant

"I learned how to have conversations with people. That helped in school to talk to my teachers and ask people for help. I also learned that alcohol can really affect people in all kinds of ways, that I didn't know about at the time. I also learned how to control my anger, so now when I get angry I don't yell, I just close my eyes and count to 10 and then I feel better." – ARCC participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### Alum Rock Counseling Center-CIPY Program (Youth Survey)

- 82% Because of this program, my success at school (job/training) is better:
- 91% Because of this program, my understanding of who I am and what I can do is better:
- 82% Because of this program, my ability to communicate is better:
- 91% Because of this program, my ability to learn new things is better:
- 73% Because of this program, my ability to connect with adults is better:
- 82% Because of this program, my ability to work with others is better:
- 73% Because of this program, my ability to stay safe is better:
- 73% Because of this program, I can identify my anger and express it in a non-violent way is better:
- 82% Because of this program, I feel prepared to succeed in the community where I live is better:
- 55% Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 73% Because of this program, I respect others who are different from me more:
- 82% Because of this program, my knowledge about going to college has increased:
- 100% Because of this program, my ability to make responsible choices has increased:
- 82% Because of this program, my ability to say “no” and refuse to go along has increased:
- 73% Because of this program, my knowledge about how to be healthy has increased:
- 73% Because of this program, my knowledge about the risks of alcohol has increased:
- 82% Because of this program, my knowledge about how smoking cigarettes is dangerous to my health has increased:
- 82% Because of this program, my understanding about the dangers of illegal drug use has increased:

### Alum Rock Counseling Center-TCMSS Ocala (Youth Survey)

- 62% Because of this program, my success at school (job/training) is better:
- 66% Because of this program, my understanding of who I am and what I can do is better:
- 61% Because of this program, my ability to communicate is better:
- 72% Because of this program, my ability to learn new things is better:
- 59% Because of this program, my ability to connect with adults is better:
- 66% Because of this program, my ability to work with others is better:
- 64% Because of this program, my ability to stay safe is better:
- 57% Because of this program, I can identify my anger and express it in a non-violent way is better:
- 60% Because of this program, I feel prepared to succeed in the community where I live is better:
- 46% Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 57% Because of this program, I respect others who are different from me more:
- 64% Because of this program, my knowledge about going to college has increased:
- 67% Because of this program, my ability to make responsible choices has increased:
- 56% Because of this program, my ability to say “no” and refuse to go along has increased:
- 66% Because of this program, my knowledge about how to be healthy has increased:
- 64% Because of this program, my knowledge about the risks of alcohol has increased:
- 70% Because of this program, my knowledge about how smoking cigarettes is dangerous to my health has increased:
- 71% Because of this program, my understanding about the dangers of illegal drug use has increased:

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |   |   |   |   |  |  |   |  |   |  |
|--|---|---|---|---|--|--|---|--|---|--|
| Performance Accountability Model               | Logic Model   | BEST Evaluation Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Alum Rock Counseling Center |   |  |  |   | Met Performance Goals  |   |  |
| EFFORT   | Inputs  | What did BEST fund for services?  | Annual BEST Funding<br>\$202,205  | Annual Contract Budget Match<br>\$103,960   | Total Funds<br>\$306,165   | Percent Matching Funds<br>51%  |   |  |   |  |
|  |   | What did BEST spend on services?  | BEST Funds Spent<br>\$202,205   | Annual Contract Budget Match Spent<br>\$40,556  | Total Funds Spent<br>\$242,761                                   | Percent of BEST Funds Spent<br>100%                                    | Percent of Total (BEST + Match) Funds Spent<br>79%            | No, only spent 39% of matching funds. Spent all of BEST funds                      |   |  |
|  | Staff   | Who were the staff providing services?  | Number of Paid FTE Staff<br>4.4   | Years Experience<br>8   | Years Schooling<br>14  | Male<br>33%  | Female<br>67%   | Yes  |   |  |
|  |   | Customers   | Who are our youth ongoing customers?  | Total Unduplicated Customers<br>217   | Male<br>45%  | Female<br>55%  | Level of RPRA Developmental Assets<br>MEDIUM                  | Level of Risk for Criminogenic Behavior<br>MEDIUM                                  | Yes, served 26% of youth that were high risk and gang involved                    |  |
|  | 6-10 yrs      11-14 yrs      15-20 yrs      21-25 yrs      Over 25  |   |   |   |  |  |   |  |   |  |
|  | 0%      58%      42%      0%      0%  |   |   |   |  |  |   |  |   |  |
|  | Asian Pacific Americans      African Americans      Latino Americans      Caucasian Americans      Other/Multi-racial |   |   |   |  |  |   |  |   |  |
|  | 0%      1%      86%      3%      3%   |   |   |   |  |  |   |  |   |  |
|  | Client At-Risk      Client High-Risk      Gang Impacted      Gang Intentional      Unassigned                         |   |   |   |  |  |   |  |   |  |
|  | 70%      16%      8%      2%      4%  |   |   |   |  |  |   |  |   |  |
|  | Strategies  | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education                       | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation                               | Outpatient Substance Abuse                                       | Vocational/Job Training Services                                       | Parent Awareness/ Training & Family Support                   | Yes  |   |  |
|  |   |   | 100%  | 0%  | 0%   | 0%   | 0%  |  |   |  |
|  |   |   | Central   | Foothill  | Southern   | Western  | City-Wide   |  |   |  |
|  |   |   | 0%  | 90%   | 0%   | 0%   | 10%   |  |   |  |
|  | Activities  | How much services did we provide?   | Total Planned Hours of Service for Year<br>11,653   | Total Actual Units of Service for Year<br>12,545  | Percent of Actual Services Year<br>108%                          | Hours of Service per Customer<br>58                                    | Youth Not Arrested During Services by Staff Assessment<br>99% | Yes, good average dosage (hours) of care per youth customer                        |   |  |
|  |   |   | Outputs   | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds<br>\$16.12                       | Actual Cost per Hour Total Funds<br>\$19.35                            | Cost per Customer BEST Funds<br>\$932                         |  | Cost per Customer Total Funds<br>\$1,119  | Average # of New Caring Adults Connected to Youth<br>2.8 |
|  | EFFECT  | Customer Satisfaction   |   |   | Were our youth and parent customers satisfied with our services? | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>82% |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>85% |   | Participation in Services (% High or Highest)<br>36%     |
| Service Productivity Initial Outcomes          |   |   | Were our services effective in producing change for the better for our customers?                               | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services ) |  | Youth Report of Changes  | Parent Report on their Child                                  | Staff Report on Customers  | Yes, Service Productivity > 70% Just missed youth Social/Respect performance goal |  |
|  |   | Asset development changes   |   | 75%   | 83%  |  |   |  |   |  |
|  |   | Social/Respect selected changes   |   | 63%   | 79%  |  |   |  |   |  |
|  |   | Agency selected changes   |   | 76%   | 79%  |  |   |  |   |  |
| Service Quality, Reliability and SPI           |   | Were our services equally effective for all our customers?  | Service Quality Score Asset Development First Half      Second Half   |   | Level of Service Quality<br>GOOD                                 | Reliability Level<br>GOOD  | Service Productivity Index<br>654                             | Yes, Quality Score >1<br>Yes, Good SPI Score                                       |   |  |
|  |   |   | 2.6      2.5  |   |  |  |   |  |   |  |
|  | Survey Sample   |   | How many customers did they survey?   | RPRA Survey<br>224  | Youth Surveys<br>214   | Parent Surveys<br>166  | Staff Surveys<br>248  |  | Total Surveys Collected<br>852  | Good Sample Size   |
|  |   |   |   |   |  |  |   |  |   |  |



## Summary of Dashboard Score Card Outcomes for the Year

### Alum Rock Counseling Center (ARCC)

#### Inputs

Alum Rock Counseling Center spent 100% of their BEST allocated funds and 39% of their matching funds for the year. One-hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, ARCC served 217 unduplicated customers. Of the customers served, 45% were male and 55% were female with 42% of youth ranging in age between 15 to 20 years old.

#### Activities

ARCC delivered 12,545 hours of direct service to youth, and their parents. The funded provider delivered 108% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated an efficient cost at \$19.35 an hour for total funds. This cost per hour reflected a good average dosage (hours) of care per youth customer. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

ARCC earned a high satisfaction score of 82% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the program were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 85%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

ARCC exceeded the target goal of 70% for asset development, and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. They fell short of meeting the social/respect performance goal earning a 63% service productivity. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 2.5 indicating that services were equally effective and consistent for customers. ARCC demonstrated good reliability of survey questions. The winter and spring survey sample size was good; a total of 852 surveys were analyzed. The Service Performance Index (SPI) was 654 – exceeding the performance goal for SPI of greater than 600.

## Alum Rock Counseling Center Met Five of Six Performance Goals





## Asian Americans for Community Involvement

### Agency Description

Asian Americans for Community Involvement (AACI) provides critical support to the community. Through AACI's quality health and human services programs, strong leadership and effective advocacy, their work impacts thousands of people each year. AACI continues to grow and improve to ensure that all Asians in Santa Clara County are healthy, empowered and equal members of the community.

### Project Description

AACI's Youth Development Services provides a continuum of care and nurturing relationships to equip young people with critical life skills. The Peer Leadership Uniting Students (PLUS) Program provides services for at-risk and high-risk east San Jose youth impacted by substance abuse and gang activity. Project PLUS increases developmental assets and life skills by emphasizing positive adult role models and peer influence, self-confidence, communication, healthy decision-making and leadership. Project PLUS is a 14-week long program that consists of group life skills sessions, one-on-one mentoring, a self-improvement project and a field trip. Life skills sessions include topics such as: self image and identity, making healthy decisions, gang awareness, substance abuse, race relations and ethnic identity, and conflict resolution. All services are provided on-site at school campuses (middle and high schools) during school hours.



## Client Quotes

"I wasn't really the worst kid in school, but that doesn't mean that I was the best. In all honesty, I'm just an average student who goes through troubles teens face. Gangs, drugs, the dread of going to school, family problems and all that. This program helped me by informing me with enough knowledge to know about other races, drugs, and all of the stuff we see in an everyday basis. Joma taught me to be more understanding with other races to be not so judgmental. People, rivals, we all go through the same pain. I used to hate blindly just because of the past. Not even my past, but my OG's past. Something I was just involved in joining the hood not because I had personal problems, but just because of the hatred passed down to me by my older homies. It was like a must, but this group helped me to be more mindful of others. People are the same; just different skin colors." – Male Project Plus participant

"Project PLUS has helped my life in several ways. An example is that I take school serious now and do everything I can do to the best of me. I want to go to a good college after I finish high school. I know how to handle an interview for a job now." – Male Project Plus participant

"Project PLUS has helped me tremendously. Coming from a family of dropouts, I didn't know much about the 'real life'. This group taught me a lot about my choices and especially the consequences. It made me question my choices a lot more which made me make better choices. As a teen, I believe that I'm in need of guidance and that is exactly what Project PLUS gave me." – Female Project Plus participant

"Project PLUS had me rethink about certain choices that I had been making in life. This program has helped me get a better understanding of my community. Project PLUS has helped me a lot and Joma has been someone I could turn to with personal problems and similar things." – Male Project Plus participant

"Project PLUS helped me make better choices and look at things differently." – Male Project Plus participant

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |                                       |   |  |   |   |   |  |  |  |   |  |
|--|---------------------------------------|---|--|---|---|---|--|--|--|---|--|
| Performance<br>Accountability<br>Model         | Logic Model                           | BEST<br>Evaluation<br>Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Asian Americans for Community Involvement (AACI) |   |   |   |  | Met<br>Performance<br>Goals  |  |   |  |
| EFFORT   | Inputs                                | What did BEST fund for services?  | Annual BEST Funding<br>\$66,000  | Annual Contract Budget Match<br>\$65,396  | Total Funds<br>\$131,396  | Percent Matching Funds<br>99%   |  |  |  |   |  |
|  |                                       | What did BEST spend on services?  | BEST Funds Spent<br>\$33,000   | Annual Contract Budget Match Spent<br>\$32,698  | Total Funds Spent<br>\$65,698   | Percent of BEST Funds Spent<br>50%  | Percent of Total (BEST + Match) Funds Spent<br>50% | No, program stopped operating for the second half of the year                      |  |   |  |
|  | Staff                                 | Who were the staff providing services?  | Number of Paid FTE Staff<br>1.3  | Years Experience<br>15  | Years Schooling<br>16   | Male<br>100%  | Female<br>0%                                       | Yes  |  |   |  |
|  |                                       | Customers   | Who are our youth ongoing customers?   | Total Unduplicated Customers<br>73  | Male<br>49%   | Female<br>51%   | Level of RPRA Developmental Assets<br>LOW          | Level of Risk for Criminogenic Behavior<br>HIGH                                    | Yes, served 95% of youth that were high risk and gang involved.                          |   |  |
|  | 6-10 yrs<br>0%                        |   |  | 11-14 yrs<br>0%   | 15-20 yrs<br>100%   | 21-25 yrs<br>0%   | Over 25<br>0%                                      |  |  |   |  |
|  | Asian Pacific Americans<br>99%        |   |  | African Americans<br>0%   | Latino Americans<br>1%  | Caucasian Americans<br>0%   | Other/Multi-racial<br>0%                           |  |  |   |  |
|  | Client At-Risk<br>5%                  |   |  | Client High-Risk<br>44%   | Gang Impacted<br>42%  | Gang Intentional<br>8%  | Unassigned<br>0%                                   |  |  |   |  |
|  | Strategies                            |   |  | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>100% | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>0%                         | Outpatient Substance Abuse<br>0%                   | Vocational/Job Training Services<br>0%   |  | Parent Awareness/ Training & Family Support<br>0% | Yes  |
|  |                                       |   |  |   | Central<br>0%   | Foothill<br>70%   | Southern<br>0%                                     | Western<br>30%   |  | City-Wide<br>0%                                   |  |
|  |                                       |   |  |   | Activities  | How much services did we provide?   | Total Planned Hours of Service for Year<br>2,680   | Total Actual Units of Service for Year<br>1,694                                    |  | Percent of Actual Services Year<br>63%            |  |
|  | Outputs                               | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds<br>\$19.48   | Actual Cost per Hour Total Funds<br>\$38.78   |   |   | Cost per Customer BEST Funds<br>\$452              | Cost per Customer Total Funds<br>\$900   | Average # of New Caring Adults Connected to Youth<br>3.1                                 | Yes   |  |
|  |                                       |   | EFFECT   | Customer Satisfaction   | Were our youth and parent customers satisfied with our services?                                  | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>99%                                |  | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>98% |  |   | Participation in Services (% High or Highest)<br>79% |
|  | Service Productivity Initial Outcomes | Were our services effective in producing change for the better for our customers? |  |   |   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services ) |  | Youth Report of Changes<br>92%   | Parent Report on their Child<br>98%  | Staff Report on Customers<br>100%                 | Yes, Service Productivity > 70%                      |
|  |                                       |   |  | Asset development changes   |   |   |  |  |  |   |  |
|  |                                       |   |  | Social/Respect selected changes   |   | 79%   | 100%   |  |  |   |  |
|  |                                       |   |  | Agency selected changes   |   | 99%   | 100%   |  |  |   |  |
|  | Service Quality, Reliability and SPI  | Were our services equally effective for all our customers?                        |  | Service Quality Score Asset Development First Half<br>17.1  |   | Level of Service Quality<br>HIGH  | Reliability Level<br>0.42                          | Service Productivity Index<br>704  | Yes, Quality Score >1<br>No, Reliability low<br>SPI score is good for first half of year |   |  |
|  |                                       |   |  | Second Half<br>47   |   |   |  |  |  |   |  |
|  | Survey Sample                         | How many customers did they survey?   | RPRA Survey<br>47  | Youth Surveys<br>33   | Parent Surveys<br>21  | Staff Surveys<br>33   | Total Surveys Collected<br>134                     | Good Sample Size   |  |   |  |



## Summary of Dashboard Score Card Outcomes for the Year

### Asian Americans for Community Involvement (AACI)

#### Inputs

Asian Americans for Community Involvement spent 50% of allocated and 50% of matching funds for the year as the program discontinued operating services after the first half of the year. One-hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, AACI served 73 unduplicated customers. Of the customers served, 49% were male and 51% were female with 100% of youth ranging in age between 15 to 20 years old.

#### Activities

AACI delivered 1,694 hours of direct service to youth, and their parents. The funded provider delivered 63% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$19.35 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

AACI earned a high satisfaction score of 99% as reported by child and youth customers. This score indicates that children and youth customers rated the program between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 98%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

AACI exceeded the target goal of 70% for asset development, social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was very high with a score measuring of 17.1 indicating that services were equally effective and consistent for customers. AACI demonstrated a low reliability of survey questions. The survey sample size was good; a total of 134 surveys were analyzed. The Service Performance Index (SPI) was 704 – exceeding the performance goal for SPI of greater than 600.

### AACI Met Five of the Six Performance Goals



# Asian American Recovery Services

## Agency Description

Asian American Recovery Services (AARS), Inc. was established in 1985 by the community-wide, grassroots efforts of the Asian American Substance Abuse Task Force, in response to rising substance abuse rates among San Francisco's Asian and Pacific Islander population. Created as a culturally responsive alternative to existing treatment programs that offered little or no programming specific to Asians with substance abuse problems, Asian American Recovery Services, Inc. continues to adapt and change to meet the rapidly growing and diverse needs of the Asian and Pacific Islander communities in the Bay Area.

The purpose of Asian American Recovery Services, Inc. is to decrease the incidence and impact of substance abuse in the Asian and Pacific Islander communities of the Bay Area. To accomplish this goal, Asian American Recovery Services, Inc. develops and provides innovative outreach, treatment, prevention, and research services for its target populations. Because there are multiple causes and effects of substance abuse, Asian American Recovery Services, Inc. also engages in ancillary activities to meet its goal.

## Project Description

AARS provides education, prevention and intervention services and refers youth to treatment services to reduce delinquent behavior associated with at-risk substance abuse, delinquency and gang activity. Their services target high school youth that are at-risk of substance abuse or exhibit delinquent and gang-related behaviors. Youth referrals are received through multiple outlets such as self-referrals, friends, family, school personnel, probation, and Santa Clara County Department of Alcohol and Drug Services.

Asian American Recovery Services provides educational presentations at targeted school sites to outreach and inform students and teachers about the impact of substance use, to provide information about new substance abuse drugs and to facilitate appropriate referrals for services. Group counseling is offered weekly to a limited number of youth classified as regular substance users. Participants learn the cause and effects of substance abuse and negative behaviors; identifies and examines his/her pattern of substance abuse; explores alternative behaviors; and develops a plan for change. Monthly clean and sober activities are available to participants involved in intervention and/or treatment services (group and individual counseling) to help them learn how to spend leisure time without the use of alcohol or other drugs.

### Success Story #1

A client who had been participating in Seven Challenges group gained greater awareness of her decision making skills not just around her substance use, but her anger management as well. She gave insight to her emotions and ultimately indicated that she was the only one that can control her emotions. Additionally, she indicated that she should not let others get to her. This was a profound moment in her treatment as she became reflective of her behaviors.

### Success Story #2

A SJC Discipline Administrator referred a student to the program. This client was homeless when AARS staff started to work with him the beginning of the school year. He was going through a very hard time. When this client began program, he started to attend school regularly and his family eventually found a small apartment to live in. He took care of his responsibilities and now is able to transfer to the school of his choice. His grades, attendance, and behavior have significantly improved. He has not used any substances for nearly five months. Through motivational interviewing, Seven Challenges groups, and having a supportive adult were all factors in helping him get through treatment.

### Success Story #3

Probation referred a student for drug and alcohol treatment. This referred client completed two Seven Challenges programs but continued to use substances resulting in his detainment at Juvenile Hall. He has been working very hard to meet his probation requirements of attending school regularly and staying clean. He is also avoiding any engagement with friends who use substances and is trying to improve his relationship with his mom. This client has not missed any appointments and fully engages in individual and groups sessions. In the beginning of April when the client was asked what he would do if his friends offered him marijuana, his response was he probably would smoke. Recently, the client was asked the same question and responded confidently that he would not take it. He has been able to make his priorities clear by showing determination in completing probation. Furthermore, he also obtained a job and has been continuously working. He is motivated to look for another job to keep his schedule busy to avoid use. Lastly, he has been able to use fishing and engage in more family time to keep his mind busy and abstain from drug use.

### Client Quotes

"I have been sober for 2 and a half months; I don't need to smoke anymore." - 17-year old AARS participant

"I have learned that doing drugs has a negative effect on my relationships with my family because they don't trust me anymore." - 15-year old AARS participant

"I regret all of the mistakes I've made, but maybe this all happened for a reason. I don't know. Maybe I'm meant to help others." - 17-year old AARS participant

"I'm not smoking weed anymore because I know that my mom doesn't trust me when I do. I want her to be able to trust me." - 14-year old AARS participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### AARS – Health Right 360 Tully Office (Youth Survey)

38% Because of this program, my success at school (job/training) is better:

75% Because of this program, my understanding of who I am and what I can do is better:

38% Because of this program, my ability to communicate is better:

38% Because of this program, my ability to learn new things is better:

38% Because of this program, my ability to connect with adults is better:

50% Because of this program, my ability to work with others is better:

50% Because of this program, my ability to stay safe is better:

25% Because of this program, I can identify my anger and express it in a non-violent way is better:

50% Because of this program, I feel prepared to succeed in the community where I live is better:

38% Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:

50% Because of this program, I respect others who are different from me more:

50% Because of this program, I make thoughtful decisions regarding my drug and alcohol use more:

63% Because of this program, I take accountability for my actions more:

63% Because of this program, I have been open and honest about my drug and alcohol use more:

75% Because of this program, I understand the negative consequences of drug and alcohol use is better:

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |   |  |   |   |                                    |  |  |
|--|---|--|---|---|------------------------------------|--|--|
| Logic Model                                    | BEST Evaluation Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Asian American Recovery Service (AARS) |   |   |                                    |  | Met Performance Goals  |
| Inputs   | What did BEST fund for services?  | Annual BEST Funding  | Annual Contract Budget Match  | Total Funds   | Percent Matching Funds             |  | Yes, Spent 128% of Matching Funds                                |
|  |   | \$61,000   | \$12,200  | \$73,200  | 20%                                |  |  |
|  | What did BEST spend on services?  | BEST Funds Spent   | Annual Contract Budget Match Spent                                      | Total Funds Spent   | Percent of BEST Funds Spent        | Percent of Total (BEST + Match) Funds Spent                      |  |
| Staff  | Who were the staff providing services?  | Number of Paid FTE Staff   | Years Experience  | Years Schooling   | Male                               | Female   | Yes  |
|  |   | 0.5  | 11  | 12  | 0%                                 | 100%   |  |
| Customers                                      | Who are our youth ongoing customers?  | Total Unduplicated Customers   | Male  | Female  | Level of RPRA Developmental Assets | Level of Risk for Criminogenic Behavior                          | Yes, served 40% of youth that were high risk and gang involved   |
|  |   | 70   | 65%   | 35%   | LOW                                | HIGH   |  |
|  |   | 6-10 yrs   | 11-14 yrs   | 15-20 yrs   | 21-25 yrs                          | Over 25  |  |
|  |   | 1%   | 13%   | 84%   | 0%                                 | 1%   |  |
|  |   | Asian Pacific Americans  | African Americans   | Latino Americans  | Caucasian Americans                | Other/Multi-racial   |  |
|  |   | 1%   | 13%   | 84%   | 0%                                 | 1%   |  |
| Strategies                                     | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education                                  | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation | Outpatient Substance Abuse  | Vocational/Job Training Services   | Parent Awareness/ Training & Family Support                      | Yes  |
|  |   | 0%   | 0%  | 100%  | 0%                                 | 0%   |  |
|  |   | Central  | Foothill  | Southern  | Western                            | City-Wide  |  |
|  |   | 0%   | 37%   | 0%  | 0%                                 | 63%  |  |
| Activities                                     | How much services did we provide?   | Total Planned Hours of Service for Year  | Total Actual Units of Service for Year                                  | Percent of Actual Services Year   | Hours of Service per Customer      | Youth Not Arrested During Services by Staff Assessment           | No   |
| Outputs  | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds  | Actual Cost per Hour Total Funds  | Cost per Customer BEST Funds  | Cost per Customer Total Funds      | Average # of New Caring Adults Connected to Youth                | No   |
|  |   | \$48.88  | \$62.11   | \$823   | \$1,046                            | 2.8  |  |
| Customer Satisfaction                          | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)  |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) |                                    | Staff-rated Customers Level of Participation (%Highest and High) | No, Satisfaction > 80%   |
| Service Productivity Initial Outcomes          | Were our services effective in producing change for the better for our customers?   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services )                      |   | Youth Report of Changes   | Parent Report on their Child       | Staff Report on Customers  | No, Service Productivity < 70%<br>Parent Surveys Not Required    |
|  |   | Asset development changes  |   | 48%   | NR                                 |  |  |
|  |   | Social/Respect selected changes  |   | 31%   | NR                                 | 78%  |  |
|  |   | Agency selected changes  |   | 62%   | NR                                 | 78%  |  |
| Service Quality, Reliability and SPI           | Were our services equally effective for all our customers?  | Service Quality Score Asset Development  |   | Level of Service Quality  | Reliability Level                  | Service Productivity Index                                       | Yes, Quality Score >1<br>Reliability Low<br>No, SPI score is low |
|  |   | First Half   | Second Half   |   |                                    |  |  |
| Survey Sample                                  | How many customers did they survey?   | 1.2  | 1.7   | GOOD  | LOW                                | 352  | Need to Increase Sample Size                                     |
|  |   | RPRA Survey  | Youth Surveys   | Parent Surveys  | Staff Surveys                      | Total Surveys Collected  |  |
|  |   | 20   | 23  | 2   | 24                                 | 69   |  |



## Summary of Dashboard Score Card Outcomes for the Year

### Asian American Recovery Services (AARS)

#### Inputs

Asian American Recovery Services spent 100% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Outpatient Substance Abuse.

#### Customers

During Cycle 24, AARS served 70 unduplicated customers. Of the customers served, 65% were male and 35% were female with 84% of youth ranging in age between 15 to 20 years old.

#### Activities

AARS delivered 1,179 hours of direct service to youth, and their parents. The funded provider delivered 37% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$62.11 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

AARS earned a satisfaction score of 65% as reported by child and youth customers. This score did not achieve the performance goal of 80% for customer satisfaction.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

AARS did not meet the target goal of 70% for asset development, social/respect and agency-specific service productivity – an indication that this grantee will need to work with the evaluation team to ensure that their program design will yield desired outcomes. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring of 1.7 indicating that services were equally effective and consistent for customers. AARS demonstrated a low reliability of survey questions. AARS needs to improve their survey sample size. A total of 69 surveys were analyzed. The Service Performance Index (SPI) was 352 – below the performance goal for SPI of greater than 600.

### Asian American Recovery Services Met None of the Performance Goals



# Bill Wilson Center

## Agency Description

The Bill Wilson Center supports and strengthens the community by serving youth and families through counseling, housing, education, and advocacy. Bill Wilson Center serves over 10,000 clients in Santa Clara County annually and is committed to working with the community to ensure that every youth has access to the variety of services needed to grow to be healthy and self-sufficient adults. Through the years, Bill Wilson Center has helped youth make positive changes in their lives. With an emphasis on youth development, all programs focus on building self-confidence and developing personal assets. With these tools, youth can permanently change the direction of their lives. While the agency is focused on youth, creating a healthy, safe community requires that people in all age groups receive the support they need. For this reason, Bill Wilson Center also offers services for adults and families.

## Project Description


Bill Wilson Center provides a city-wide service delivery system for youth and their families, including prevention and intervention services to high risk and gang-impacted youth ages 12-24 years of age, referred by probation, other community-based organizations, self-referrals and through street outreach. Service Intervention Plans are developed for each youth enrolled in the Drop-In Center. Services consist of case management, weekly support groups, individual and family therapy, substance abuse counseling, educational services, as well as pro-social skill development in a safe and welcoming environment for youth clients. Staff provides structured asset and skill building workshops for youth clients focusing on leadership development, conflict resolution, independent living skills, planning and decision-making and positive identity. Staff assists and supports youth clients to access needed medical, educational, social, pre-vocational, vocational, rehabilitative or other community services.

### Success Story #1

Raymond, age 17, had been struggling with a number of issues in his life. He felt a need to join a gang at age 12; his family was losing their home due to his father's unemployment and his mother's disability. Raymond found himself on the streets, sometimes fighting for his life to survive. He met up with one Bill Wilson Center's outreach workers who encouraged him to stop by the Drop-In Center if for nothing else, a warm meal. Raymond came to the center with his colors flying, but because of our "No Colors" rule, the Drop-In Center is a safe place for all, he was asked to leave or put on a neutral t-shirt. Feeling confused and confronted, he left the center, but hung outside in the parking lot. Our outreach staff approached him and offered again a welcoming invite, and handed him a white t-shirt. Raymond accepted and once at the Drop In Center, and after several days of coming back for meals, a shower, and clean clothes, he showed interest in the employment workshops. He soon became an avid participant, accepting support from a case manager. He now has a job at Home Depot, is housed at our Respite, waiting placement at our transitional housing program. In the meantime, his parents and siblings were also helped by BWC - providing them with access to temporary shelter, vouchers, and a case manager to assist them in re-locating and getting much needed services. Raymond is contributing some of his wages to his family, and is feeling rather proud of himself.

### Success Story #2

Richard, a 19 year-old Latino, was involved in fights and arrested on two occasions. He once told us that his life was already planned out and that he figured he would be dead by 20. Richard came to the Drop-In Center as he heard there were jobs being offered, and he thought that getting a job would help support his unemployed father, ill mother and three siblings. Richard couch-surfed from one friend to another, and hung out with fellow gang-affiliated friends. Richard wasn't quite sure what to expect when he came to the job fair at the Drop-In Center and was surprised to see so many young adults looking for work, some who had very similar



life experiences. One of the staff approached Richard and asked what he was interested in, and soon a conversation followed about life on the streets, the gang lifestyle, and what Richard was hoping to find at the Drop In Center. A Bill Wilson Center staff shared with Richard about his past life as a gang member and that he had been a famous graffiti artist. As this relationship grew, Richard became interested in the employment training as well as other workshops in the Youth Works Academy. He returned several times during the week, each time looking for the Bill Wilson Center staff he connected with at the job fair. Within a month, Richard was a regular at the Drop and participated in a number of workshops. He eventually became interested in case management, and is now on the waiting list for transitional housing. Richard reports that he is "too busy now to be involved in gang stuff" and that he "feels his life is coming together in a better way."

### Client Quotes

"The Drop In Center saved my life - saved my family from being homeless too." – BWC client

"I don't have to sleep on the streets any longer. The Drop found me a place to live." – BWC client

"My case manager helped me get training and now I have a job as a receptionist at a doctor's office. I have a pay check!" – BWC client

"I'm on the road to recovery, the Drop helps me stay sober. I'm not living in my car any longer; I actually have a place I can call home." – BWC client

"My life is so much better. I've been able to use services at the Drop and change my life." – BWC client

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### Bill Wilson Center – 2<sup>nd</sup> Street Drop-In Center (Youth Survey)

**74%** Because of this program, my success at school (job/training) is better:

**86%** Because of this program, my understanding of who I am and what I can do is better:

**78%** Because of this program, my ability to communicate is better:

**82%** Because of this program, my ability to learn new things is better:

**79%** Because of this program, my ability to connect with adults is better:

**85%** Because of this program, my ability to work with others is better:

**75%** Because of this program, my ability to stay safe is better:

**75%** Because of this program, I can identify my anger and express it in a non-violent way is better:

**65%** Because of this program, I feel prepared to succeed in the community where I live is better:

**61%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:

**78%** Because of this program, I respect others who are different from me more:

**73%** Because of this program, my ability to make good choices (such as avoiding drugs & violence) is better:

**68%** Because of this program, my knowledge about safe sex and the dangers of HIV & STDs has increased:

**89%** Because of this program, my knowledge of what steps I need to take to exit the streets has increased:

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |  |   |  |   |   |   |  |  |  |
|--|--|---|--|---|---|---|--|--|--|
| Performance Accountability Model               | Logic Model                                | BEST Evaluation Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Bill Wilson Center |   |   |   |  | Met Performance Goals  |  |
| EFFORT   | Inputs                                     | What did BEST fund for services?  | Annual BEST Funding  | Annual Contract Budget Match  | Total Funds   | Percent Matching Funds                            |  |  |  |
|  |  |   | \$83,000   | \$16,000  | \$99,000  | 20%   |  |  |  |
|  |  | What did BEST spend on services?  | BEST Funds Spent   | Annual Contract Budget Match Spent                                      | Total Funds Spent   | Percent of BEST Funds Spent                       | Percent of Total (BEST + Match) Funds Spent                      | Yes, Spent 104% of Matching Funds                              |  |
|  |  | \$83,000  | \$16,601   | \$99,601  | 100%  | 101%  |  |  |  |
|  | Staff                                      | Who were the staff providing services?  | Number of Paid FTE Staff   | Years Experience  | Years Schooling   | Male  | Female   | Yes  |  |
|  |  |   | 1.4  | 9   | 15  | 100%  | 0%   |  |  |
|  | Customers                                  | Who are our youth ongoing customers?  | Total Unduplicated Customers   | Male  | Female  | Level of RPRA Developmental Assets                | Level of Risk for Criminogenic Behavior                          | Yes, served 90% of youth that were high risk and gang involved |  |
|  |  |   | 72   | 60%   | 40%   | LOW   | HIGH   |  |  |
|  |  |   | 6-10 yrs   | 11-14 yrs   | 15-20 yrs   | 21-25 yrs   | Over 25  |  |  |
|  |  |   | 0%   | 0%  | 32%   | 68%   | 0%   |  |  |
|  |  |   | Asian Pacific Americans  | African Americans   | Latino Americans  | Caucasian Americans                               | Other/Multi-racial   |  |  |
|  |  |   | 1%   | 21%   | 43%   | 24%   | 10%  |  |  |
|  |  |   | Client At-Risk   | Client High-Risk  | Gang Impacted   | Gang Intentional                                  | Unassigned   |  |  |
|  |  | 10%   | 4%   | 86%   | 0%  | 0%  |  |  |  |
|  | Strategies                                 | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education              | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation | Outpatient Substance Abuse  | Vocational/Job Training Services                  | Parent Awareness/ Training & Family Support                      | Yes  |  |
|  |  |   | 100%   | 0%  | 0%  | 0%  | 0%   |  |  |
|  |  |   | Central  | Foothill  | Southern  | Western   | City-Wide  |  |  |
|  |  |   | 0%   | 0%  | 0%  | 0%  | 100%   |  |  |
|  | Activities                                 | How much services did we provide?   | Total Planned Hours of Service for Year  | Total Actual Units of Service for Year                                  | Percent of Actual Services Year   | Hours of Service per Customer                     | Youth Not Arrested During Services by Staff Assessment           | Yes  |  |
|  |  |   | 2,402  | 2,487   | 104%  | 35  | 78%  |  |  |
| Outputs  | How much did the services cost to deliver? | Actual Cost per Hour BEST Funds   | Actual Cost per Hour Total Funds   | Cost per Customer BEST Funds  | Cost per Customer Total Funds   | Average # of New Caring Adults Connected to Youth | Yes  |  |  |
|  |  | \$33.37   | \$40.05  | \$1,153   | \$1,383   | 5.4   |  |  |  |
| EFFECT   | Customer Satisfaction                      | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)  |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) |   | Staff-rated Customers Level of Participation (%Highest and High) | Yes, Satisfaction > 80%  |  |
|  |  |   | 95%  |   | NR  |   | 94%  |  |  |
|  | Service Productivity Initial Outcomes      | Were our services effective in producing change for the better for our customers?   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services )  |   |   | Youth Report of Changes                           | Parent Report on their Child                                     | Staff Report on Customers                                      | Yes, Service Productivity > 70%<br>Parent Surveys Not Required |
|  |  |   | Asset development changes  |   |   | 82%   | NR   |  |  |
|  |  |   | Social/Respect selected changes  |   |   | 74%   | NR   |  |  |
|  |  |   | Agency selected changes  |   |   | 77%   | 0%   |  |  |
|  | Service Quality, Reliability and SPI       | Were our services equally effective for all our customers?  | Service Quality Score Asset Development  |   | Level of Service Quality  | Reliability Level                                 | Service Productivity Index                                       | Yes, Quality Score >1<br>Yes, Good SPI Score                   |  |
|  |  |   | First Half   | Second Half   |   |   |  |  |  |
| Survey Sample                                  | How many customers did they survey?        | RPRA Survey   |  | Youth Surveys   | Parent Surveys  | Staff Surveys                                     | Total Surveys Collected  | Good Sample Size   |  |
|  |  | 56  |  | 53  | 0   | 55  | 164  |  |  |



## Summary of Dashboard Score Card Outcomes for the Year

### Bill Wilson Center (BWC)

#### Inputs

Bill Wilson Center spent 101% of allocated and matching funds for the year. One-hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, BWC served 72 unduplicated customers. Of the customers served, 60% were male and 40% were female with 32% of youth ranging in age between 15 to 20 years old.

#### Activities

BWC delivered 2,487 hours of direct service to youth, and their parents. The funded provider delivered 104% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost at \$40.05 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

BWC earned a high satisfaction score of 95% as reported by child and youth customers. This score indicates that children and youth customers rated the program between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

BWC exceeded the target goal of 70% for asset development, social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 2.2 indicating that services were equally effective and consistent for customers. BWC demonstrated good reliability of survey questions. The winter and spring survey sample size was good; a total of 164 surveys were analyzed. The Service Performance Index (SPI) was 706 – exceeding the performance goal for SPI of greater than 600.

### Bill Wilson Center Met All the Performance Goals



# California Youth Outreach

## Agency Description

California Youth Outreach (CYO) was established a quarter of a century ago under the name, Breakout Prison Outreach to provide support and give hope to youth victimized by drug abuse, violence and gang lifestyles. Program staff are dedicated to reaching out to all gang impacted youth, families, and their communities with education services, intervention programs, and resource opportunities that support a healthy and positive lifestyle for current and future generations.

## Project Description

A primary strength of CYO's model is their outreach efforts that enable program staff to become acquainted with youth, build rapport and inform them of available community resources/services and make referrals as appropriate. CYO's goals are to reduce gang involvement and criminal behavior in youth 13-25 years old through a variety of proven strategies, including, but not limited to: 1) Street outreach to provide client emergency/crisis intervention, case management, conflict mediation and alternative social and recreational activities; 2) Case management services to reduce gang involvement and re-arrest rates, and assist youth to transition to a more socially productive and crime-free lifestyle; 3) Personal development services such as life skills training inside Juvenile Hall; 4) Care and support services to youth who are trying to transition out of gang lifestyles; 5) Aftercare and re-entry services to formerly incarcerated youth; 6) Leadership development services such as mentoring and recreation activities; 7) Youth, parent & community education programs regarding the dangers of gang lifestyles; 8) Gang awareness trainings and capacity building workshops for juvenile justice practitioners and stakeholders; 9) Mediation services to defuse tensions and increase public safety; 10) Short-term emergency and crisis intervention including assistance with access to shelters, food, clothing and attainment of identification cards necessary to obtain services and 11) Alternative Recreation/Social Activities – Prevention, Reduction, Intervention, Diversion and Education (PRIDE) Program to divert youth from gang socialization and values through exposure and participation in pro-social recreational and social activities in different environments so they can learn how to use their leisure time in a safe and more pro-social manner.

## Success Story #1

CYO served a young female client that was brought to the office by her mother. The young girl had no desire to be in the program and didn't want any interaction with CYO staff. She was dealing with gang-related behaviors towards other youth and didn't want to stop what she was doing. She had been in trouble with the law where the court told her mother that she needed to get assistance for her daughter to stop her gang-related behaviors. CYO staff was able to provide a one-on-one and talk her into participating in social activities where she can be around other youth and not think about being around peers that influenced her display of gang behaviors. The young female was enrolled in the Late Night Programming at Alum Rock Youth Center and invited to participate in Peace Time activities. After a while, the young girl's attitude started to change towards the CYO staff and her mother. The mother was surprised at her daughter's response to services. She began bringing her friends to Late Night Programming, more than any other participant, which demonstrated that she valued the services and referred it to her friends that were dealing with the same issues she had. Her mother volunteered with the staff at the gym and the client participated in two pro-social events outside of the Late Night programming. She continues to have one-on-one Thinking For A Change sessions with her CYO case manager. Her mother expressed that she was very happy with the program as well as the judge who saw the young girl in court. The value of pro-social services helped the young female minimize her gang behaviors and see the possibilities of pursuing new opportunities.

## Success Story #2

CYO hosted a trip to Dave and Busters Restaurant with eight participants who were from a gang-impacted neighborhood in San Jose. While driving to the restaurant, the youth shared with program staff that they hadn't been to the restaurant in a long time, and were excited to be going. They shared that every time they went with friends, they were kicked out and weren't allowed to go back. Once we arrived, the youth began to play games and enjoying themselves while paying little attention to the security officers who were walking around. There were no incidents and the youth had a great time. They agreed once we left that it's about how they behaved that got them kicked out before. Their social skills changed from being disruptive to conducting themselves positively.

## Client Quotes

"I don't know why you still came around when I kept pushing you away. I'm so thankful - for you never gave up on me." – CYO youth participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### CYO – Gang Mediation & Street Outreach (Youth Survey)

- 71% Because of this program, my success at school (job/training) is better:
- 90% Because of this program, my understanding of who I am and what I can do is better:
- 96% Because of this program, my ability to communicate is better:
- 98% Because of this program, my ability to learn new things is better:
- 100% Because of this program, my ability to connect with adults is better:
- 98% Because of this program, my ability to work with others is better:
- 100% Because of this program, my ability to stay safe is better:
- 98% Because of this program, I can identify my anger and express it in a non-violent way is better:
- 94% Because of this program, I feel prepared to succeed in the community where I live is better:
- 92% Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 98% Because of this program, I respect others who are different from me more:
- 98% Because of this program, I can accomplish what I want more:
- 90% Because of this program, I can think things through better:
- 100% Because of this program, I can obtain help when I need it better:

### CYO – Late Night Recreation (Youth Survey)

- 100% Because of this program, I know how to avoid dangerous situations better:
- 80% Because of this program, my ability to ask for help is better:
- 60% Because of this program, I am working with youth from other neighborhoods is better:
- 95% Because of this program, my feeling of being in a safe place has increased:
- 85% Because of this program, my participation in positive activities has increased:
- 75% Because of this program, my ability to resolve conflicts verbally instead of through fighting has increased:
- 70% Because of this program, I am making decisions that will help me lead a productive life more:
- 70% Because of this program, I am getting to know adults who care about me and can help me more:
- 75% Because of this program, I am avoiding drugs and violence more:

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |                                       |   |   |   |   |                                    |  |   |  |
|--|---------------------------------------|---|---|---|---|------------------------------------|--|---|--|
| Performance Accountability Model               | Logic Model                           | BEST Evaluation Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>California Youth Outreach (CYO) |   |   |                                    |  | Met Performance Goals   |  |
| EFFORT   | Inputs                                | What did BEST fund for services?  | Annual BEST Funding   | Annual Contract Budget Match  | Total Funds   | Percent Matching Funds             |  |   |  |
|  |                                       |   | \$350,000   | \$78,491  | \$428,491   | 22%                                |  |   |  |
|  |                                       | What did BEST spend on services?  | BEST Funds Spent  | Annual Contract Budget Match Spent                                      | Total Funds Spent   | Percent of BEST Funds Spent        | Percent of Total (BEST + Match) Funds Spent                      | Yes, Spent 103% of Matching Funds                               |  |
|  |                                       |   | \$350,000   | \$80,612  | \$430,612   | 100%                               | 100%   |   |  |
|  | Staff                                 | Who were the staff providing services?  | Number of Paid FTE Staff  | Years Experience  | Years Schooling   | Male                               | Female   | Yes   |  |
|  |                                       |   | 5.6   | 10  | 11  | 67%                                | 33%  |   |  |
|  | Customers                             | Who are our youth ongoing customers?  | Total Unduplicated Customers  | Male  | Female  | Level of RPRA Developmental Assets | Level of Risk for Criminogenic Behavior                          | Yes, served 100% of youth that were high risk and gang involved |  |
|  |                                       |   | 301   | 75%   | 25%   | LOW                                | HIGH   |   |  |
|  |                                       |   | 6-10 yrs  | 11-14 yrs   | 15-20 yrs   | 21-25 yrs                          | Over 25  |   |  |
|  |                                       |   | 0%  | 4%  | 69%   | 15%                                | 11%  |   |  |
|  |                                       |   | Asian Pacific Americans   | African Americans   | Latino Americans  | Caucasian Americans                | Other/Multi-racial   |   |  |
|  |                                       |   | 0%  | 0%  | 97%   | 1%                                 | 1%   |   |  |
|  |                                       |   | Client At-Risk  | Client High-Risk  | Gang Impacted   | Gang Intentional                   | Unassigned   |   |  |
|  |                                       |   | 0%  | 0%  | 37%   | 63%                                | 0%   |   |  |
|  | Strategies                            | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education                           | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation | Outpatient Substance Abuse  | Vocational/Job Training Services   | Parent Awareness/ Training & Family Support                      | Yes   |  |
|  |                                       |   | 14%   | 86%   | 0%  | 0%                                 | 0%   |   |  |
|  |                                       |   | Central   | Foothill  | Southern  | Western                            | City-Wide  |   |  |
|  |                                       |   | 50%   | 50%   | 0%  | 0%                                 | 0%   |   |  |
|  | Activities                            | How much services did we provide?   | Total Planned Hours of Service for Year   | Total Actual Units of Service for Year                                  | Percent of Actual Services Year   | Hours of Service per Customer      | Youth Not Arrested During Services by Staff Assessment           | Yes, Good average dosage (hours) of care per youth customer.    |  |
|  |                                       |   | 11,948  | 22,488  | 188%  | 75                                 | 85%  |   |  |
|  | Outputs                               | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds   | Actual Cost per Hour Total Funds  | Cost per Customer BEST Funds  | Cost per Customer Total Funds      | Average # of New Caring Adults Connected to Youth                | Yes   |  |
|  |                                       |   | \$15.56   | \$19.15   | \$1,163   | \$1,431                            | 5.2  |   |  |
| EFFECT   | Customer Satisfaction                 | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)   |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) |                                    | Staff-rated Customers Level of Participation (%Highest and High) | Yes, Satisfaction > 80%   |  |
|  |                                       |   | 99%   |   | 96%   |                                    | 82%  |   |  |
|  | Service Productivity Initial Outcomes | Were our services effective in producing change for the better for our customers?   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services )               |   | Youth Report of Changes   | Parent Report on their Child       | Staff Report on Customers  | Yes, Service Productivity > 70%                                 |  |
|  |                                       |   | Asset development changes   |   | 93%   | 87%                                |  |   |  |
|  |                                       |   | Social/Respect selected changes   |   | 95%   | 92%                                | 97%  |   |  |
|  |                                       |   | Agency selected changes   |   | 97%   | 92%                                | 97%  |   |  |
|  | Service Quality, Reliability and SPI  | Were our services equally effective for all our customers?  | Service Quality Score Asset Development First Half Second Half  |   | Level of Service Quality  | Reliability Level                  | Service Productivity Index                                       | Yes, Quality Score >1 Yes, Good SPI Score                       |  |
|  |                                       |   | 2.2 10.3  |   | HIGH  | LOW                                | 761  |   |  |
|  | Survey Sample                         | How many customers did they survey?   | RPRA Survey   | Youth Surveys   | Parent Surveys  | Staff Surveys                      | Total Surveys Collected  | Good Sample Size  |  |
|  |                                       |   | 85  | 86  | 77  | 84                                 | 332  |   |  |



## Summary of Dashboard Score Card Outcomes for the Year

### California Youth Outreach (CYO)

#### Inputs

California Youth Outreach spent 100% of allocated and matching funds for the year. Eighty-six percent (86%) of funds targeted Street Outreach Worker Services and eighteen percent (14%) focused on Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, CYO served 180 unduplicated customers. Of the customers served, 82% were male and 18% were female with 88% of youth ranging in age between 15 to 20 years old.

#### Activities

CYO delivered 22,488 hours of direct service to youth, and their parents. The funded provider delivered 188% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated an efficient cost at \$19.15 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

CYO earned a good satisfaction score of 99% as reported by child and youth customers. This score indicates that children and youth customers rated the program between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 96%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

CYO exceeded the target goal of 70% for asset development, social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was high with a score measuring of 10.3 indicating that services were equally effective and consistent for customers. CYO demonstrated low reliability of survey questions. The winter and spring survey sample size was good; a total of 332 surveys were analyzed. The Service Performance Index (SPI) was 761 – exceeding the performance goal for SPI of greater than 600.

### California Youth Outreach Met All the Performance Goals



# Catholic Charities of Santa Clara County

## Agency Description


Catholic Charities of Santa Clara County (CCSCC) serves and advocates for families and individuals in need, especially those living in poverty. Catholic Charities works to create a more just and compassionate community in which people of all cultures and beliefs can participate. For over 50 years, Catholic Charities of Santa Clara County has changed lives for good by helping strengthen families and building economic self-sufficiency. Each year, Catholic Charities serves 327,000 poor and vulnerable individuals of all cultures and beliefs through a broad base of programs including housing services, job skills training and placement, older adult services, mental health and substance abuse counseling, financial education, immigration, refugee resettlement, and children and youth services and education.

## Project Description

Catholic Charities Youth Empowered for Success (YES) Program uses an integrated case management service approach that combines gang intervention, cultural enrichment, social and leadership development, recreation, field trips, counseling support services for youth, and their families as well as age and culturally-appropriate support groups to respond to the needs of the community.

The individual counseling offered through the YES Program is designed to facilitate the positive growth and development of youth identified by schools, multi-service teams and outside referrals as requiring more intensive services. Youth learn problem solving, communication and anger management skills to mitigate some of the difficulties in their family and peer groups. Specialized assistance in areas such as educational attendance, participation and success, career/vocational planning, legal advocacy, communication skills, family relationship development, interpretation and access services, and positive social competencies are also offered to youth clients.

Age-appropriate support groups for gang-prone youth in and out of high school are facilitated to help youth develop positive peer support networks that are essential for making and maintaining positive changes in their lives. Through the support groups, youth develop improved stress and anger management and problem solving skills that will enable them to face many challenges in the future without needing to resort to or return to their street lifestyles including gang involvement, criminal activities, substance abuse, and other negative behavior. Youth also participate in service-learning projects designed to help them learn and develop through active participation in thoughtfully organized service experiences.



The truancy case management component provides specialized services to habitual truant youth, and their families. As part of the truancy services, Catholic Charities works closely with their target school sites to organize support groups using peer support to encourage youth to attend and continue in school. Transition services and referrals for specialized services such as family relationship development, career/vocational planning and positive social competencies are explored with youth clients. CCSCC case managers also work closely with the TABS officer(s) at the TABS Center to ensure the continuity of the truancy program and the coordination of participating youth.

Catholic Charities provides gang mediation and intervention services to intervene with street gangs, volatile situations, and gang violence. Services are designed to divert gang-involved individuals to services that will assist them to disassociate themselves from the gang lifestyle. The goals for the mediation/intervention response services are to ensure the participants will have cognitive transformations that will lead them towards a more positive lifestyle. Additionally, program staff offers community gang awareness trainings and capacity-building workshops on topics such as: how to identify gang members, gangs and the law, why youth join a gang, gang behaviors, and gangs in Santa Clara County. Catholic Charities also provides recreational services via a late night program targeting high school aged high-risk/gang impacted youth and adults.

### **Success Story #1**

During December, Catholic Charities was able to take over 50 youth to purchase shoes at the Great Mall and Shoe Palace. Many of these youth are from different areas of San Jose but all are participants of our Late Night, Truancy, Outreach & Life Skills Program. Staffs were able to provide a safe field trip to the Great Mall and Shoe Palace without any incidents. This was a great opportunity for other youth and young adults to co-exist. All of the participants were happy and appreciated that they received new shoes. We were also able to bring some of the younger siblings of our regular participants and their children as well to purchase new shoes.

### **Success Story #2**

Catholic Charities was able to send two program participants to receive River Rafting training. The two participants that were selected received a scholarship and were able to participate in a nine-day training on the American River. Both of the young men selected began their participation in Catholic Charities programs during their teenage years. One of them is now 21 and the other in his early 30's. Both participants were impacted by gangs but from different neighborhoods. They were able to leave all that behind and move forward in their lives. They successfully completed the training and were able to help with the river rafting trips hosted during the summer programming. It was a great opportunity for them to get out of their comfort zone, meet other people and socialize.



## Client Quotes

"I really liked program because we got to express ourselves like we normally wouldn't do. I learned a lot of things and made more friends. I'm going to miss this program because it was so much fun." – Catholic Charities youth participant

"What I liked was that we got to know each other better and now we can tell each other anything. I liked how we got to play a lot of fun games where we had to work together. We learned how to become women and to take the right path. The most important thing was that we got to do things together." – Catholic Charities female participant

"I really like the program because it gives other alternatives to deal with my anger instead of smoking weed or taking it out on somebody." - Catholic Charities Male Youth Participant

"The program has helped me a lot because it made me realize that life is important and I am valuable. I am not an animal that needs to be caged up, but a human being." - Catholic Charities Male Youth Participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### **Catholic Charities – YES Bridges (Youth Survey)**

- 89%** Because of this program, my success at school (job/training) is better:
- 95%** Because of this program, my understanding of who I am and what I can do is better:
- 78%** Because of this program, my ability to communicate is better:
- 84%** Because of this program, my ability to learn new things is better:
- 78%** Because of this program, my ability to connect with adults is better:
- 84%** Because of this program, my ability to work with others is better:
- 89%** Because of this program, my ability to stay safe is better:
- 69%** Because of this program, I can identify my anger and express it in a non-violent way is better:
- 81%** Because of this program, I feel prepared to succeed in the community where I live is better:
- 78%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 84%** Because of this program, I respect others who are different from me more:
- 65%** Because of this program, I am resolving problems without violence more:
- 81%** Because of this program, I am making positive choices more:
- 89%** Because of this program, I am able to set personal goals better:
- 76%** Because of this program, my attendance at school is better:
- 62%** Because of this program, my ability to connect with my teacher(s) is better:

### **Catholic Charities – WYC Late Night Recreation (Youth Survey)**

- 91%** Because of this program, I know how to avoid dangerous situations better:
- 90%** Because of this program, my ability to ask for help is better:
- 83%** Because of this program, I am working with youth from other neighborhoods is better:
- 84%** Because of this program, my feeling of being in a safe place has increased:
- 90%** Because of this program, my participation in positive activities has increased:
- 87%** Because of this program, my ability to resolve conflicts verbally instead of through fighting has increased:
- 89%** Because of this program, I am making decisions that will help me lead a productive life more:
- 85%** Because of this program, I am getting to know adults who care about me and can help me more:
- 89%** Because of this program, I am avoiding drugs and violence more:



# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |                                       |   |   |  |  |  |   |
|--|---------------------------------------|---|---|--|--|--|---|
| Performance Accountability Model               | Logic Model                           | BEST Evaluation Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Catholic Charities of Santa Clara                     |  |  |  | Met Performance Goals   |
| E<br>F<br>F<br>O<br>R<br>T                     | Inputs                                | What did BEST fund for services?  | Annual BEST Funding<br>\$313,000  | Annual Contract Budget Match<br>\$53,400                                       | Total Funds<br>\$366,400   | Percent Matching Funds<br>17%                |   |
|  |                                       | What did BEST spend on services?  | BEST Funds Spent<br>\$313,000   | Annual Contract Budget Match Spent<br>\$53,503                                 | Total Funds Spent<br>\$366,503   | Percent of BEST Funds Spent<br>100%          | Percent of Total (BEST + Match) Funds Spent<br>100%                     |
|  | Staff                                 | Who were the staff providing services?  | Number of Paid FTE Staff<br>4.1   | Years Experience<br>12   | Years Schooling<br>12  | Male<br>67%                                  | Female<br>33%   |
|  | Customers                             | Who are our youth ongoing customers?  | Total Unduplicated Customers<br>708   | Male<br>70%  | Female<br>30%  | Level of RPRA Developmental Assets<br>MEDIUM | Level of Risk for Criminogenic Behavior<br>MEDIUM                       |
|  |                                       |   | 6-10 yrs<br>5%  | 11-14 yrs<br>15%   | 15-20 yrs<br>46%   | 21-25 yrs<br>21%                             | Over 25<br>13%  |
|  |                                       |   | Asian Pacific Americans<br>0%   | African Americans<br>1%  | Latino Americans<br>95%  | Caucasian Americans<br>3%                    | Other/Multi-racial<br>0%  |
|  |                                       |   | Client At-Risk<br>61%   | Client High-Risk<br>7%   | Gang Impacted<br>7%  | Gang Intentional<br>3%                       | Unassigned<br>21%   |
|  |                                       |   |   |  |  |  |   |
|  |                                       |   |   |  |  |  |   |
|  | Strategies                            | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>41%  | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>59% | Outpatient Substance Abuse<br>0%   | Vocational/Job Training Services<br>0%       | Parent Awareness/ Training & Family Support<br>0%                       |
|  | Activities                            | How much services did we provide?   | Total Planned Hours of Service for Year<br>18,474   | Total Actual Units of Service for Year<br>50,270                               | Percent of Actual Services Year<br>272%  | Hours of Service per Customer<br>71          | Youth Not Arrested During Services by Staff Assessment<br>96%           |
|  | Outputs                               | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds<br>\$6.23   | Actual Cost per Hour Total Funds<br>\$7.29                                     | Cost per Customer BEST Funds<br>\$442  | Cost per Customer Total Funds<br>\$518       | Average # of New Caring Adults Connected to Youth<br>4.0                |
|  | Customer Satisfaction                 | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>93%  |  | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>98% |  | Staff-rated Customers Level of Participation (%Highest and High)<br>84% |
|  | Service Productivity Initial Outcomes | Were our services effective in producing change for the better for our customers?   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services )<br>Asset development changes<br>89% |  | Youth Report of Changes<br>88%   | Parent Report on their Child<br>95%          | Staff Report on Customers<br>98%  |
|  | Service Quality, Reliability and SPI  | Were our services equally effective for all our customers?  | Service Quality Score<br>First Half<br>2.1  |  | Level of Service Quality<br>GOOD   | Reliability Level<br>GOOD                    | Service Productivity Index<br>786                                       |
|  | Survey Sample                         | How many customers did they survey?   | RPRA Survey<br>140  | Youth Surveys<br>140   | Parent Surveys<br>70   | Staff Surveys<br>126                         | Total Surveys Collected<br>476  |



## Summary of Dashboard Score Card Outcomes for the Year

### Catholic Charities of Santa Clara

#### Inputs

Catholic Charities of Santa Clara spent 100% of allocated and matching funds for the year. Fifty-nine percent (59%) of funds targeted Street Outreach Worker Services and forty-one percent (41%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, Catholic Charities served 708 unduplicated customers. Of the customers served, 70% were male and 30% were female with 46% of youth ranging in age between 15 to 20 years old.

#### Activities

Catholic Charities delivered 50,270 hours of direct service to youth, and their parents. The funded provider delivered 272% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a highly efficient cost at \$7.29 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

Catholic Charities earned a high satisfaction score of 93% as reported by child and youth customers. This score indicates that children and youth customers rated the program between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 98%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Catholic Charities missed the target goal of 70% for asset development, social/respect and for the agency-specific service productivity. Achieving the performance goal for service productivity is an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. Evaluators will work with Catholic Charities staff to do increased cognitive behavioral debriefing.

#### Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring 2.9. Catholic Charities demonstrated good reliability of survey questions. The winter and spring survey sample size was good; a total of 476 surveys were analyzed. The Service Performance Index (SPI) was 786 – exceeding the performance goal for SPI of greater than 600.

### Catholic Charities Met Five of the Six Performance Goals

## Conxión To Community (CTC)

### Agency Description

The mission of the Conxión to Community, Inc. (CTC) is to improve the quality of life for youths and adults. Founded in 1977, CTC's charter is to provide employment and education programs to residents of Santa Clara County. CTC was established to develop and enhance employment opportunities and job placement for the educationally and economically disadvantaged in the regional community. Every year, CTC successfully trains and places hundreds of highly productive employees throughout the Bay Area. CTC also works individually with clients to design programs that prepare trainees for specific positions within their company. By working so closely with industry, CTC has been able to design state-of-the-art, hands-on training environments that enable newly hired graduates to make swift and measurable contributions. This valuable partnership ensures highly skilled, reliable, and--most important--profitable new employees.

### Project Description

CTC provides education, prevention and intervention services to out-of-school youth and fifth-year seniors, ages 17-24 referred by school administration, County Probation, community-based organizations, Mayor's Gang Prevention Task Force members and self-referrals. Fifth-year students are defined as students in the fifth-year of high school and out-of-school youth are defined as school dropouts, have low school credits, repeated suspensions or expulsions, at-risk or high-risk delinquent behavior and do not qualify for alternative high schools. The Vision GED Program is designed for youth who are interested in obtaining a GED. CTC provides youth with life skills and cognitive behavior management. Students in the program are provided the opportunity to receive the tools necessary to transform from a negative, anti-social gang lifestyle to a positive, pro-social way of thinking, free from gang activity, helping them transform into a more valuable member of society. CTC collaborates with Santa Clara County Office of Education (SCCOE) to coordinate GED proficiency testing. Students also participate in school to career workshops including job preparation, career planning, job referrals and job placements. Job placement services are also provided through the Work2Future One Stop.

CTC also operates a program called Bright Futures that is a community of youth and caring adults who support each other in developing personal responsibility and an inspiring vision for their lives. CTC Bright Futures provide vulnerable, under-performing and low income youth in San Jose with extensive support to help them discover and achieve their potential. Bright Futures supports youth in understanding they have the ability to make new life choices regardless of their past and current life circumstances. The life changing curriculum provides tools to cultivate self-awareness and support youth in making conscious choices that move them in the direction of their goals and dreams for the future. Youth are supported in living the programs' four cornerstones—integrity, responsibility, community and possibility—through coaching and role modeling by the Bright Futures staff and community of volunteer mentors. Bright Futures has 15-year track record for success and has been among the top-rated intervention programs by the San Jose Mayor's Gang Prevention Task Force.

### Success Story #1 – GED Vision

Alfredo came to GED Vision program in September. He was a high school drop out with truancy issues. He was very clear that he only wanted to get a GED so that he could increase his employment opportunities. He shared with staff that his family was suffering economically. When he attempted to apply for jobs during the summer, he was turned down due to his limited educational attainment. Alfredo was diligent about coming to school. He completed his GED in two months and as a result, he was able to get a job from an employer at the Seasonal Job Fair hosted by CTC. Once he completed his GED, he was offered a \$500 scholarship to continue his post-secondary education. He is now working and enrolled in his first semester of college. His family is taking part in the food bank and other activities to supplement the household income. Alfredo has been able to help provide for his brothers and sisters and take some of the pressure off his parents.

## Success Story #2 – Bright Futures

Nancy became interested in Bright Futures after a class presentation. Although she was interested in joining the program, upon orientation she stated that she did not trust adults and therefore would not join. A staff member provided parental forms and let her know where she could be found if anything changed. Three days later, Nancy showed up and said she wanted to know more about the program. At the first session, she threatened to hit a staff member; however, the staff member diffused the situation and was able to get her to calm down. After several coaching sessions, Nancy came in one day and asked a staff member what she could do in order to help support the program. The staff member was shocked that the youth who threatened to physically assault her was now interested in helping raise funds for the program. Nancy has now started playing sports and has agreed to work with a tutor in order to improve her grades.

### Client Quotes

- "My GED teacher pushes me to be the best. I have never had a teacher care. She does and now I am starting to test because of all my work in class." – GED participant
- "The people in this program help me so much. I got my GED and am doing paperwork for college. I never thought I would go to college." – GED participant
- "I can't believe that I got a job. My family is so proud of me. I am able to help them. It makes me feel so good to see my mom smile." – GED participant
- "I've learned that Bright Futures is a place where everybody gets treated respectfully. Bright Futures is a place where we can go talk about any problem and the staff will listen and helps us." – Step Up participant
- "The program made me realize that there is more to life than just drugs, gangs and violence." – Step Ahead participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### CTC – Bright Futures Step Ahead Overfelt (Youth Survey)

- 91% Because of this program, my success at school (job/training) is better:
- 86% Because of this program, my understanding of who I am and what I can do is better:
- 82% Because of this program, my ability to communicate is better:
- 86% Because of this program, my ability to learn new things is better:
- 91% Because of this program, my ability to connect with adults is better:
- 86% Because of this program, my ability to work with others is better:
- 73% Because of this program, my ability to stay safe is better:
- 86% Because of this program, I can identify my anger and express it in a non-violent way is better:
- 91% Because of this program, I feel prepared to succeed in the community where I live is better:
- 77% Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 73% Because of this program, I respect others who are different from me more:
- 91% Because of this program, I accept support from others more:
- 81% Because of this program, I develop trust with others more:
- 91% Because of this program, I set goals for myself more:
- 90% Because of this program, my ability to give back to the community is better:
- 90% Because of this program, I understand the results of my actions is better:

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |   |  |   |   |   |   |  |
|--|---|--|---|---|---|---|--|
| Logic Model                                    | BEST Evaluation Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>ConXión To Community (CTC)   |   |   |   |   | Met Performance Goals  |
| Inputs   | What did BEST fund for services?  | Annual BEST Funding<br>\$171,000   | Annual Contract Budget Match<br>\$71,312                                      | Total Funds<br>\$242,312  | Percent Matching Funds<br>42%                     |   | Yes, Spent 104% of Matching Funds  |
|  | What did BEST spend on services?  | BEST Funds Spent<br>\$167,931  | Annual Contract Budget Match Spent<br>\$74,273                                | Total Funds Spent<br>\$242,204  | Percent of BEST Funds Spent<br>98%                | Percent of Total (BEST + Match) Funds Spent<br>100%                     |  |
|  |   |  |   |   |   |   |  |
| Staff  | Who were the staff providing services?  | Number of Paid FTE Staff<br>3.9  | Years Experience<br>11  | Years Schooling<br>13   | Male<br>0%  | Female<br>100%  | Yes  |
| Customers                                      | Who are our youth ongoing customers?  | Total Unduplicated Customers<br>174  | Male<br>40%   | Female<br>60%   | Level of RPRA Developmental Assets<br>LOW         | Level of Risk for Criminogenic Behavior<br>HIGH                         | Yes, served 84% of youth that were high risk and gang involved and 1.1% of customers were Native Americans |
|  |   | 6-10 yrs<br>0%   | 11-14 yrs<br>1%   | 15-20 yrs<br>88%  | 21-25 yrs<br>11%                                  | Over 25<br>0%   |  |
|  |   | Asian Pacific Americans<br>13%   | African Americans<br>2%   | Latino Americans<br>83%   | Caucasian Americans<br>1%                         | Other/Multi-racial<br>5%  |  |
|  |   | Client At-Risk<br>14%  | Client High-Risk<br>44%   | Gang Impacted<br>29%  | Gang Intentional<br>11%                           | Unassigned<br>2%  |  |
|  |   | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>56%   | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>0% | Outpatient Substance Abuse<br>0%  | Vocational/Job Training Services<br>44%           | Parent Awareness/ Training & Family Support<br>0%                       |  |
|  |   | Central<br>0%  | Foothill<br>79%   | Southern<br>0%  | Western<br>21%                                    | City-Wide<br>0%   |  |
| Activities                                     | How much services did we provide?   | Total Planned Hours of Service for Year<br>28,211  | Total Actual Units of Service for Year<br>31,698                              | Percent of Actual Services Year<br>112%   | Hours of Service per Customer<br>182              | Percent of Youth Not Arrested During Services by Staff and Youth<br>99% | Yes, good average dosage (hours) of care per youth customer  |
| Outputs  | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds<br>\$5.30  | Actual Cost per Hour Total Funds<br>\$7.64                                    | Cost per Customer BEST Funds<br>\$965   | Cost per Customer Total Funds<br>\$1,392          | Average # of New Caring Adults Connected to Youth<br>2.3                | Yes  |
| Customer Satisfaction                          | Were our youth and parent customers satisfied with our services?                  | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>97%   |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>100% |   | Staff-rated Customers Level of Participation (%Highest and High)<br>71% | Yes, Satisfaction > 80%  |
| Service Productivity Initial Outcomes          | Were our services effective in producing change for the better for our customers? | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services )<br>Asset development changes<br>Social/Respect selected changes<br>Agency selected changes |   | Youth Report of Changes<br>72%<br>61%<br>62%  | Parent Report on their Child<br>57%<br>80%<br>80% | Staff Report on Customers<br>92%<br>92%                                 | Yes, Service Productivity > 70%<br>Just missed youth Social/Respect performance goal                       |
| Service Quality, Reliability and SPI           | Were our services equally effective for all our customers?                        | Service Quality Score Asset Development<br>First Half<br>5.8<br>Second Half<br>2.9   |   | Level of Service Quality<br>High  | Reliability Level<br>LOW                          | Service Productivity Index<br>757                                       | Yes, Quality Score >1<br>Yes, Good SPI Score   |
| Survey Sample                                  | How many customers did they survey?   | RPRA Survey<br>154   | Youth Surveys<br>91   | Parent Surveys<br>75  | Staff Surveys<br>93                               | Total Surveys Collected<br>413  | Good Sample Size   |





## Summary of Dashboard Score Card Outcomes for the Year

### Conxión to Community (CTC)

#### Inputs

Conxión to Community spent 100% of allocated and matching funds for the year. Forty-four percent (44%) of funds targeted Vocational/Job Training Services and fifty-six percent (56%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, CTC served 174 unduplicated customers. Of the customers served, 40% were male and 60% were female with 88% of youth ranging in age between 15 to 20 years old.

#### Activities

CTC delivered 31,698 hours of direct service to youth, and their parents. The funded provider delivered 112% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated an efficient cost at \$7.64 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

CTC earned a high satisfaction score of 97% as reported by child and youth customers. This score indicates that children and youth customers rated the program between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 100%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

CTC exceeded the target goal of 70% for asset development and agency-specific but fell short of the goal for social/respect service productivity. Achieving the performance goal for service productivity is an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring of 2.9 indicating that services were equally effective and consistent for customers. CTC demonstrated a low reliability of survey questions. The winter and spring survey sample size was good; a total of 413 surveys were analyzed. The Service Performance Index (SPI) was 757 – exceeding the performance goal for SPI of greater than 600.

### Conxión to Community Met Five of the Six Performance Goals

# CommUniverCity SJSU Foundation

## Agency Description

CommUniverCity is a collaborative project of the Five Wounds/Brookwood Terrace communities, San Jose State University (SJSU) and the City of San Jose. SJSU concentrates service-learning classes in these neighborhoods in cooperation with the Neighborhood Advisory Council and the City with the broad goals of building community in the neighborhoods and engaging students in civic life. CommUniverCity San Jose's goals are to create, support and enrich sustainable community service-learning project in the areas of education, community health and neighborhood environment.

## Project Description

CommUniverCity 's El Joven Noble Project delivers services to youth from the McKinley/Bonia neighborhood, ages 8-18. The El Joven Noble Project offers weekly workshops on developing healthy and pro-social lifestyles. Workshop topics include: healthy relationships, communication, pregnancy prevention, anger management/conflict resolution, gang prevention and violence prevention. Youth participants receive coaching from caring, adult staff that provide guidance in areas including gang prevention strategies, decision-making and goal-setting.

### Success Story #1 – Foothill High School

We would like to take this time to congratulate and acknowledge Alonzo for his commitment to our program as well as his commitment to improving himself. He has now graduated from our program twice and is in our program a third time. He came to us as a youth who was on probation and now has completed it through keeping his word and commitment towards doing everything in his power to be off of probation. He is also still in school and working diligently in order to receive his high school diploma.

### Success Story #2 – Latino College Preparatory Academy

We would like to take this time to recognize Antonio, a participant of our Joven Noble program who has shown to be a leader in his school as well as our group. Antonio has worked hard in our program through participation and leadership. His leadership is not only seen in our group but also on the field as he is part of the Lacrosse Team at LCPA. He is also striving to accomplish his academic goals in order to graduate from high school and continue his education.

### Success Story #3 – Joven Noble Turtle Circle

Octavio is a youth that recently graduated from our Joven Noble Turtle Circle. He came to us after being expelled from Mt Pleasant High School. After encountering adversity, Octavio committed himself to strengthening his relationship with his family and focusing on academic success. We are proud to announce that he has been accepted back into a comprehensive high school. He is now attending Piedmont Hills High School where he has also taken the initiative and has joined the varsity football team.

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### **CommUniverCity - Joven Noble Sacred Circle LCPA (Youth Survey)**

- 78%** Because of this program, my success at school (job/training) is better:
- 89%** Because of this program, my understanding of who I am and what I can do is better:
- 83%** Because of this program, my ability to communicate is better:
- 83%** Because of this program, my ability to learn new things is better:
- 72%** Because of this program, my ability to connect with adults is better:
- 83%** Because of this program, my ability to work with others is better:
- 88%** Because of this program, my ability to stay safe is better:
- 61%** Because of this program, I can identify my anger and express it in a non-violent way is better:
- 61%** Because of this program, I feel prepared to succeed in the community where I live is better:
- 67%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 72%** Because of this program, I respect others who are different from me more:
- 94%** Because of this program, my ability to make responsible choices has increased:
- 67%** Because of this program, my pride in my culture and people has increased:
- 78%** Because of this program, my commitment to keeping my own Palabra (WORD) has increased:

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |                                     |   |  |   |   |  |   |   |
|--|-------------------------------------|---|--|---|---|--|---|---|
| Performance<br>Account-<br>ability<br>Model    | Logic Model                         | BEST<br>Evaluation<br>Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>CommUniverCity SJSU Foundation |   |   |  |   | Met<br>Performance<br>Goals   |
| EFFORT   | Inputs                              | What did BEST fund for services?  | Annual BEST Funding<br>\$62,000  | Annual Contract Budget Match<br>\$12,000                                      | Total Funds<br>\$74,000                     | Percent Matching Funds<br>19%  |   |   |
|  |                                     | What did BEST spend on services?  | BEST Funds Spent<br>\$61,953   | Annual Contract Budget Match Spent<br>\$12,133                                | Total Funds Spent<br>\$74,086               | Percent of BEST Funds Spent<br>100%  | Percent of Total (BEST + Match) Funds Spent<br>100%           | Yes   |
|  | Staff                               | Who were the staff providing services?  | Number of Paid FTE Staff<br>1.6  | Years Experience<br>20  | Years Schooling<br>14                       | Male<br>100%   | Female<br>0%  | Yes   |
|  |                                     | Customers   | Who are our youth ongoing customers?   | Total Unduplicated Customers<br>194   | Male<br>100%                                | Female<br>0%   | Level of RPRA Developmental Assets<br>LOW                     | Level of Risk for Criminogenic Behavior<br>HIGH                                   |
|  |                                     |   |  |   |   |  |   |   |
|  | 6-10 yrs<br>0%                      |   |  | 11-14 yrs<br>2%   | 15-20 yrs<br>96%                            | 21-25 yrs<br>1%  | Over 25<br>2%   |   |
|  | Asian Pacific Americans<br>0%       |   |  | African Americans<br>1%   | Latino Americans<br>99%                     | Caucasian Americans<br>0%  | Other/Multi-racial<br>0%                                      |   |
|  | Client At-Risk<br>0%                |   |  | Client High-Risk<br>77%   | Gang Impacted<br>23%                        | Gang Intentional<br>0%   | Unassigned<br>0%  |   |
|  |                                     |   |  |   |   |  |   |   |
|  | Strategies                          | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>100%                  | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>0% | Outpatient Substance Abuse<br>0%            | Vocational/Job Training Services<br>0%   | Parent Awareness/ Training & Family Support<br>0%             | Yes   |
|  |                                     |   | Central<br>0%  | Foothill<br>50%   | Southern<br>0%                              | Western<br>12%   | City-Wide<br>38%  |   |
|  |                                     |   |  |   |   |  |   |   |
|  |                                     |   |  |   |   |  |   |   |
|  | Activities                          | How much services did we provide?   | Total Planned Hours of Service for Year<br>6,064   | Total Actual Units of Service for Year<br>5,867                               | Percent of Actual Services Year<br>97%      | Hours of Service per Customer<br>30  | Youth Not Arrested During Services by Staff Assessment<br>85% | Yes   |
|  |                                     | Outputs   | How much did the services cost to deliver?   | Actual Cost per Hour BEST Funds<br>\$10.56                                    | Actual Cost per Hour Total Funds<br>\$12.63 | Cost per Customer BEST Funds<br>\$319  | Cost per Customer Total Funds<br>\$382                        | Average # of New Caring Adults Connected to Youth<br>2.6                          |
|  |                                     |   |  |   |   |  |   |   |
|  | EFFECT                              | Customer Satisfaction   | Were our youth and parent customers satisfied with our services?   | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>89%        |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>87% |   | Staff-rated Customers Level of Participation (%Highest and High)<br>79%           |
|  |                                     |   |  |   |   |  |   |   |
| Service Productivity Initial Outcomes          |                                     | Were our services effective in producing change for the better for our customers?   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services )              |   | Youth Report of Changes<br>71%              | Parent Report on their Child<br>76%  | Staff Report on Customers<br>85%                              | Yes, Service Productivity > 70% Just missed youth Social/Respect performance goal |
|  |                                     |   | Asset development changes  |   |   |  |   |   |
|  |                                     |   | Social/Respect selected changes  |   |   |  |   |   |
|  |                                     |   | Agency selected changes  |   |   |  |   |   |
| Service Quality, Reliability and SPI           |                                     | Were our services equally effective for all our customers?  | Service Quality Score Asset Development First Half<br>2.3  |   | Level of Service Quality<br>GOOD            | Reliability Level<br>GOOD  | Service Productivity Index<br>647                             | Yes, Quality Score >1 Yes, Good SPI Score   |
|  | Second Half<br>2.2                  |   |  |   |   |  |   |   |
| Survey Sample                                  | How many customers did they survey? | RPRA Survey<br>160  | Youth Surveys<br>150   | Parent Surveys<br>100   | Staff Surveys<br>164                        | Total Surveys Collected<br>574   | Good Sample Size  |   |
|  |                                     |   |  |   |   |  |   |   |

## Summary of Dashboard Score Card Outcomes for the Year

### CommUniverCity SJSU Foundation (CUC)

#### Inputs

CommUniverCity spent 100% of allocated and matching funds for the year. One-hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, CommUniverCity served 194 unduplicated customers. Of the customers served, 100% were male with 96% of youth ranging in age between 15 to 20 years old.

#### Activities

CUC delivered 5,867 hours of direct service to youth, and their parents. The funded provider delivered 97% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated an efficient cost at \$12.63 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

CUC earned a good satisfaction score of 89% as reported by child and youth customers. This score indicates that children and youth customers rated the program between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 87%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

CUC exceeded the target goal of 70% for asset development, and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. CUC fell short of meeting the performance goal for social/respect earning a score of 61%. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring of 2.2 indicating that services were equally effective and consistent for customers. CUC demonstrated good reliability of survey questions. The winter and spring survey sample size was good; a total of 574 surveys were analyzed. The Service Performance Index (SPI) was 647 – exceeding the performance goal for SPI of greater than 600.

### CommUniverCity Met Five of the Six Performance Goals



## EMQ Families First, Inc.

### Agency Description

The mission of EMQ Families First Inc. is to do whatever it takes to work with children and their families to transform their lives, build emotional, social and familial well-being, and to transform the systems that serve them. EMQFF provides a broad continuum of mental health services, including residential treatment, school-based day treatment, 24-hour crisis intervention, community-based wraparound care, child sexual abuse treatment, therapeutic foster care and substance abuse prevention/intervention, as well as outpatient and in-home services.

EMQFF provides access to children and families seeking assistance relative to mental health and substance abuse. Through a school-based approach, EMQFF offers a range of services to identify high-risk behaviors, school strengths, and existing Community-Based Organizations and partners to support children and families to transform their lives.

### Project Description

EMQFF Addiction Prevention Services (APS) provides both prevention and intervention services at targeted schools to youth with high-risk behaviors, as identified at each school, in order to reduce alcohol and drug use. These students have exhibited early signs of school-related problems such as attendance, academic or behavioral problems and may be experimenting with drugs and alcohol and live in high-risk community. Families First believes that services must include students, parents, staff and the local community to be effective. APS endorses approaches that are developmentally appropriate and culturally sensitive. We incorporate asset development as a core concept. EMQFF also provides teacher/staff trainings to support and assist teachers in identifying and working with high-risk students in the classroom. Parent/caregiver workshops are also offered to help with identifying high-risk behaviors, resources and trends with their child.

### Success Story #1

During group, we had a female student who shared with us that she had the reputation of being a “stoner chick,” a title she took great pride in holding. During the course of the group sessions, she learned about the effects of drugs and alcohol on the body and the brain. The group facilitators discussed how smoking marijuana affected the relationships within the family. Six weeks into the group meeting, this student was so proud because she remained sober for the whole weekend. Program staff praised the female student for her sobriety. Shortly thereafter, program staff received a personal call from the academic school counselor. She wanted to let EMQ know that the female student came into her office requesting help on getting her grades up. The female student told the counselor that she wanted to change for the better. She said she had learned so much about marijuana in the drug class that now she wanted to focus on her grades. On the following Monday the student told the group facilitators that she was very stressed about an issue and that she decided to smoke marijuana. However, two hits into the joint, she remembered what she learned from EMQ and she extinguished the joint. She picked up the “stress relievers” handout and decided to listen to music instead of smoking.

### Client Quotes

"I have stopped smoking marijuana because I want to graduate." – EMQ Families First participant

"I am learning to respect my mother by changing my negative attitude." – EMQ Families First participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### **EMQ Families First - Addiction Prevention Services (Youth Survey)**

- 79%** Because of this program, my success at school (job/training) is better:
- 93%** Because of this program, my understanding of who I am and what I can do is better:
- 90%** Because of this program, my ability to communicate is better:
- 86%** Because of this program, my ability to learn new things is better:
- 76%** Because of this program, my ability to connect with adults is better:
- 83%** Because of this program, my ability to work with others is better:
- 82%** Because of this program, my ability to stay safe is better:
- 76%** Because of this program, I can identify my anger and express it in a non-violent way is better:
- 82%** Because of this program, I feel prepared to succeed in the community where I live is better:
- 43%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 76%** Because of this program, I respect others who are different from me more:
- 79%** Because of this program, I am coping with stress better:
- 68%** Because of this program, my use of drugs or alcohol has decreased:
- 89%** Because of this program, my ability to get help if I or one of my friends is depressed or suicidal has increased:
- 92%** Because of this program, my knowledge about drugs and alcohol has increased:

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |                                     |   |   |   |   |  |   |   |   |
|--|-------------------------------------|---|---|---|---|--|---|---|---|
| Performance Accountability Model               | Logic Model                         | BEST Evaluation Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>EMQ FamiliesFirst, Inc. |   |   |  |   | Met Performance Goals   |   |
| EFFORT   | Inputs                              | What did BEST fund for services?  | Annual BEST Funding<br>\$51,000   | Annual Contract Budget Match<br>\$12,750  | Total Funds<br>\$63,750                 | Percent Matching Funds<br>25%  |   |   |   |
|  |                                     | What did BEST spend on services?  | BEST Funds Spent<br>\$51,000  | Annual Contract Budget Match Spent<br>\$32,671  | Total Funds Spent<br>\$83,671           | Percent of BEST Funds Spent<br>100%  | Percent of Total (BEST + Match) Funds Spent<br>131%           | Yes, Spent 256% of Matching Funds                                       |   |
|  | Staff                               | Who were the staff providing services?  | Number of Paid FTE Staff<br>0.6   | Years Experience<br>17  | Years Schooling<br>17                   | Male<br>40%  | Female<br>60%   | Yes   |   |
|  | Customers                           | Who are our youth ongoing customers?  | Total Unduplicated Customers<br>71  | Male<br>39%   | Female<br>61%                           | Level of RPRA Developmental Assets<br>MEDIUM                                       | Level of Risk for Criminogenic Behavior<br>MEDIUM             | Yes, served 17% of youth that were high risk and gang involved          |   |
|  |                                     |   | 6-10 yrs<br>0%  | 11-14 yrs<br>0%   | 15-20 yrs<br>97%                        | 21-25 yrs<br>1%  | Over 25<br>1%   |   |   |
|  |                                     |   | Asian Pacific Americans<br>2%   | African Americans<br>3%   | Latino Americans<br>86%                 | Caucasian Americans<br>6%  | Other/Multi-racial<br>0%                                      |   |   |
|  |                                     |   | Client At-Risk<br>82%   | Client High-Risk<br>10%   | Gang Impacted<br>7%                     | Gang Intentional<br>0%   | Unassigned<br>0%  |   |   |
|  |                                     |   | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>0%             | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>0%                         | Outpatient Substance Abuse<br>100%      | Vocational/Job Training Services<br>0%   | Parent Awareness/ Training & Family Support<br>0%             |   |   |
|  |                                     |   | Central<br>0%   | Foothill<br>43%   | Southern<br>36%                         | Western<br>22%   | City-Wide<br>0%   |   |   |
|  | Strategies                          | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? |   |   |   |  |   | Yes   |   |
|  | Activities                          | How much services did we provide?   | Total Planned Hours of Service for Year<br>1,517  | Total Actual Units of Service for Year<br>1,845   | Percent of Actual Services Year<br>122% | Hours of Service per Customer<br>26  | Youth Not Arrested During Services by Staff Assessment<br>91% | Yes   |   |
|  | Outputs                             | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds<br>\$27.64  | Actual Cost per Hour Total Funds<br>\$45.35   | Cost per Customer BEST Funds<br>\$718   | Cost per Customer Total Funds<br>\$1,178   | Average # of New Caring Adults Connected to Youth<br>1.9      | Yes   |   |
|  | EFFECT                              | Customer Satisfaction   | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>88%                                |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>91% |   | Staff-rated Customers Level of Participation (%Highest and High)<br>69% | Yes, Satisfaction > 80%   |
|  |                                     | Service Productivity Initial Outcomes   | Were our services effective in producing change for the better for our customers?                           | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services ) |   | Youth Report of Changes  | Parent Report on their Child                                  | Staff Report on Customers   | Yes, Service Productivity > 70%<br>Missed the goal for Social/Respect |
|  |                                     |   |   | Asset development changes   |   |  |   |   |   |
|  |                                     |   |   | Social/Respect selected changes   |   |  |   |   |   |
| Agency selected changes                        |                                     |   |   |   |   |  |   |   |   |
| Service Quality, Reliability and SPI           |                                     | Were our services equally effective for all our customers?  | Service Quality Score Asset Development<br>First Half      Second Half<br>3.1                  3.5          |   | Level of Service Quality<br>HIGH        | Reliability Level<br>LOW   | Service Productivity Index<br>657                             | Yes, Quality Score >1<br>Yes, Good SPI Score                            |   |
|  |                                     |   | RPRA Survey      Youth Surveys<br>27                  56  |   |   |  |   |   |   |
| Survey Sample                                  | How many customers did they survey? |   |   | Parent Surveys<br>11  | Staff Surveys<br>55                     | Total Surveys Collected<br>149   | Good Sample Size  |   |   |



## Summary of Dashboard Score Card Outcomes for the Year

### EMQ Families First, Inc. (EMQFF)

#### Inputs

EMQ Families First spent 100% of their BEST allocated funds and 256% of their matching funds for the year. One-hundred percent (100%) of funds targeted Outpatient Substance Abuse.

#### Customers

During Cycle 24, EMQFF served 71 unduplicated customers. Of the customers served, 39% were male and 61% were female with 97% of youth ranging in age between 15 to 20 years old.

#### Activities

EMQFF delivered 1,845 hours of direct service to youth, and their parents. The funded providers delivered 122% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost at \$45.35 for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

EMQFF met the satisfaction performance goal by earning an 88% customer satisfaction as reported by child and youth customers. This score indicates that children and youth customers rated the program as good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 91%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

EMQFF met the target goal of 70% for asset development, and agency-specific service productivity – indicators of whether the BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. They fell short of meeting the performance goal for social/respect service productivity. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 3.5 indicating that services were equally effective and consistent for customers. EMQFF demonstrated low reliability of survey questions. The winter and spring survey sample size was good; a total of 149 surveys were analyzed. The Service Performance Index (SPI) was 657 – meeting the performance goal for SPI of greater than 600.

## EMQ Families First, Inc. Met Five of the Six of the Performance Goals

## Family and Children Services

### Agency Description

Since 1948, Family & Children Services has provided health and human services to children, teens, adults, and families in San Mateo and Santa Clara counties. The mission is to build strong, safe, and self-sufficient individuals, families, and communities. The agency offers a wide variety of comprehensive and affordable counseling, education, and prevention programs.

### Project Description

Teen FAST is an evidence-based early intervention and prevention multi-family program. Services are provided on school campuses in collaboration with schools. The whole family is encouraged to participate in the 8-week program and the subsequent two years of after-care services.

Fifteen to twenty families meet once a week for three hours for ten weeks. Each session follows a standardized curriculum which incorporates hands-on activities and education designed to strengthen the family unit, reduce risk factors, reduce delinquent behaviors, and promote school success.

The FAST model is based on numerous evidence-based social, behavioral and physiological theories, including Family Systems, Social Ecological, Family Stress, Parent Empowerment, Community Development, Brain Development Research, Social Capital, and Risk and Resiliency.

### Success Story #1

During a FAST program session, a mother asked our community partner to invite her spouse to the program because the relationship with their son was chaotic and strained. A home visit was done where the father was informed about the program and the potential benefits of FAST. As a result of the home visit, the father attended his first FAST session. During the gift exchange /appreciation activity, the family was emotionally moved and were able to express their love for each other.

### Success Story #2

During the Calero cycle, we had a youth participant that displayed high levels of anger and anti-social behavior coupled with substance abuse. As we began to work with him, he started evolving into a more pro-social youth. With assistance from the school, this participant will be going into the CET Program to learn about becoming an auto mechanic. The parents of this youth did not want him living with them. By the end of the program it was clearly visible that they were integrating as a family. FAST will continue working with him and his family under case management and mental health services.

### Client Quotes

“When our mother died, it was the greatest pain and lost that we have endured as a family. Having the support we received from the FAST program helped us to stay united as family.” – FAST participant

“I hated my Dad because he was in and out of my life. After he started coming into the program, we have a great relationship. I used to hang out with the wrong crowd; now I enjoy being with my Dad.” – FAST participant

“Since I started participating in FAST, my life changed from being hopeless to hopeful. I know higher education is a possibility. I am an ‘A’ student.” – FAST youth participant



“I like the program because it helped my mother and I to get better. I like the fact that she now knows what I like. Before it was like we were on different planets.” – FAST youth participant

“I did not want to go to school anymore because being undocumented made me feel hopeless. I used to think that no one would hire me. With the help received through the program FAST, they connected me to the right resources. I now have hope. My life has changed and I don’t want to hang out any more with gangsters that can lead me into trouble and jeopardize my chance to get legal status.” – FAST youth participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### Family and Children Services - FAST Teen Andrew Hill High School (Youth Survey)

- 73% Because of this program, my success at school (job/training) is better:
- 77% Because of this program, my understanding of who I am and what I can do is better:
- 87% Because of this program, my ability to communicate is better:
- 87% Because of this program, my ability to learn new things is better:
- 73% Because of this program, my ability to connect with adults is better:
- 80% Because of this program, my ability to work with others is better:
- 67% Because of this program, my ability to stay safe is better:
- 73% Because of this program, I can identify my anger and express it in a non-violent way is better:
- 70% Because of this program, I feel prepared to succeed in the community where I live is better:
- 73% Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 93% Because of this program, I respect others who are different from me more:
- 60% Because of this program, I engage in healthy relationships more:
- 92% Because of this program, I demonstrate leadership in my environment more:
- 93% Because of this program, I can identify my strengths/values better:
- 73% Because of this program, I understand the rules in my home, school, and community better:

### Family and Children Services - FAST Works Yerba Buena High School (Youth Survey)

- 53% Because of this program, my success at school (job/training) is better:
- 67% Because of this program, my understanding of who I am and what I can do is better:
- 80% Because of this program, my ability to communicate is better:
- 47% Because of this program, my ability to learn new things is better:
- 60% Because of this program, my ability to connect with adults is better:
- 67% Because of this program, my ability to work with others is better:
- 53% Because of this program, my ability to stay safe is better:
- 43% Because of this program, I can identify my anger and express it in a non-violent way is better:
- 64% Because of this program, I feel prepared to succeed in the community where I live is better:
- 33% Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 47% Because of this program, I respect others who are different from me more:
- 33% Because of this program, I demonstrate leadership in my environment more:
- 53% Because of this program, I am helping others or doing acts of kindness more:
- 53% Because of this program, I understand the rules in my home, school, and community better:

## Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |                                     |  |  |   |   |  |  |  |  |   |     |
|--|-------------------------------------|--|--|---|---|--|--|--|--|---|-----|
| Performance<br>Accountability<br>Model         | Logic Model                         | BEST<br>Evaluation<br>Questions                            | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Family Children Services (FCS) |   |   |  |  | Met<br>Performance<br>Goals  |  |   |     |
| E<br>F<br>F<br>O<br>R<br>T                     | Inputs                              | What did BEST fund for services?                           | Annual BEST Funding<br>\$62,000  | Annual Contract Budget Match<br>\$40,000  | Total Funds<br>\$102,000  | Percent Matching Funds<br>65%  |  |  |  |   |     |
|  |                                     | What did BEST spend on services?                           | BEST Funds Spent<br>\$62,000   | Annual Contract Budget Match Spent<br>\$57,866  | Total Funds Spent<br>\$119,866  | Percent of BEST Funds Spent<br>100%  | Percent of Total (BEST + Match) Funds Spent<br>118%      | Yes, Spent 145% of Matching Funds  |  |   |     |
|  | Staff                               | Who were the staff providing services?                     | Number of Paid FTE Staff<br>1.3  | Years Experience<br>10  | Years Schooling<br>12   | Male<br>10%  | Female<br>90%  | Yes  |  |   |     |
|  | Customers                           | Who are our youth ongoing customers?                       | Total Unduplicated Customers<br>199  | Male<br>47%   | Female<br>53%   | Level of RPRA Developmental Assets<br>LOW  | Level of Risk for Criminogenic Behavior<br>HIGH          | Yes, served 42% of youth that were high risk and gang involved           |  |   |     |
|  |                                     |  | 6-10 yrs<br>28%  | 11-14 yrs<br>11%  | 15-20 yrs<br>30%  | 21-25 yrs<br>1%  | Over 25<br>39%   |  |  |   |     |
|  |                                     |  | Asian Pacific Americans<br>1%  | African Americans<br>0%   | Latino Americans<br>99%   | Caucasian Americans<br>0%  | Other/Multi-racial<br>0%                                 |  |  |   |     |
|  |                                     |  | Client At-Risk<br>58%  | Client High-Risk<br>32%   | Gang Impacted<br>10%  | Gang Intentional<br>1%   | Unassigned<br>0%   |  |  |   |     |
|  |                                     |  | Strategies   | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>0% | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>0%      | Outpatient Substance Abuse<br>0%                         |  | Vocational/Job Training Services<br>0%   | Parent Awareness/ Training & Family Support<br>100% | Yes |
|  |                                     |  |  |   | Central<br>0%   | Foothill<br>0%   | Southern<br>64%  |  | Western<br>36%   | City-Wide<br>0%                                     |     |
|  | Activities                          | How much services did we provide?                          |  |   | Total Planned Hours of Service for Year<br>3,463  | Total Actual Units of Service for Year<br>8,283                                    | Percent of Actual Services Year<br>239%                  | Hours of Service per Customer<br>42                                      | Youth Not Arrested During Services by Staff Assessment<br>100%                         | Yes   |     |
|  | Outputs                             | How much did the services cost to deliver?                 | Actual Cost per Hour BEST Funds<br>\$7.49  | Actual Cost per Hour Total Funds<br>\$14.47   | Cost per Customer BEST Funds<br>\$312   | Cost per Customer Total Funds<br>\$602   | Average # of New Caring Adults Connected to Youth<br>5.0 | Yes  |  |   |     |
|  | E<br>F<br>F<br>E<br>C<br>T          | Customer Satisfaction                                      | Were our youth and parent customers satisfied with our services?   | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>85%  |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>98% |  | Staff-rated Customers Level of Participation (%Highest and High)<br>100% | Yes, Satisfaction > 80%  |   |     |
|  |                                     | Service Productivity Initial Outcomes                      | Were our services effective in producing change for the better for our customers?                                  | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services )                     |   | Youth Report of Changes<br>72%   | Parent Report on their Child<br>93%                      | Staff Report on Customers<br>100%  | Yes, Service Productivity > 70% Did Not Meet Goal for Social/Respect & Agency-Selected |   |     |
|  |                                     |  |  | Asset development changes   |   |  |  |  |  |   |     |
| Social/Respect selected changes                |                                     |  |  |   |   |  |  |  |  |   |     |
| Service Quality, Reliability and SPI           |                                     | Were our services equally effective for all our customers? | Service Quality Score Asset Development First Half<br>3.0  |   | Level of Service Quality<br>GOOD  | Reliability Level<br>LOW   | Service Productivity Index<br>739                        | Yes, Quality Score >1 Yes, Good SPI Score                                |  |   |     |
|  |                                     |  | Second Half<br>2.3   |   |   |  |  |  |  |   |     |
| Survey Sample                                  | How many customers did they survey? | RPRA Survey<br>194   | Youth Surveys<br>190   | Parent Surveys<br>167   | Staff Surveys<br>190  | Total Surveys Collected<br>741   | Good Sample Size   |  |  |   |     |



## Summary of Dashboard Score Card Outcomes for the Year

### Family and Children Services (FCS)

#### Inputs

Family and Children Services spent 118% of allocated and matching funds for the year. One-hundred percent (100%) of funds targeted Parent Awareness, Training & Family Support.

#### Customers

During Cycle 24, FCS served 199 unduplicated customers. Of the customers served, 47% were male and 53% were female with 30% of youth ranging in age between 15 to 20 years old.

#### Activities

FCS delivered 8,283 hours of direct service to youth, and their parents. The funded provider delivered 239% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated an efficient cost at \$14.47 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

FCS earned a high satisfaction score of 85% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 98%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

FCS exceeded the target goal of 70% for asset development service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. They did not meet the performance goal for social/respect and agency-specific service productivity. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring of 2.3 indicating that services were equally effective and consistent for customers. FCS demonstrated low reliability of survey questions. The winter and spring survey sample size was great; a total of 741 surveys were analyzed. The Service Performance Index (SPI) was 739–exceeding the performance goal for SPI of greater than 600.

### Family & Children Services Met Four of the Six Performance Goals

# Firehouse Community Development Corporation

## Agency Description

The Firehouse Community Development Corporation, founded in 2006, is a multicultural resource center that empowers youth and their families to break the cycle of poverty and become productive members of the community. The team of Firehouse have been committed and dedicated to working with at risk youth in the community for several years.

## Project Description

Firehouse specializes in providing gang mediation and intervention services to intervene with street gangs, volatile situations, and gang violence. Program services are developed to divert gang-involved individuals to services that will assist them to disassociate themselves from the gang lifestyle. Youth are targeted citywide, through face-to-face street outreach activities.

Youth participants enrolled in the program are provided case management services that focus on three elements: re-enrollment in school, participation in job training and fulfilling community service hour requirements. Participants also attend weekly support groups that provide each client exposure to a structured life skills curriculum. Topics include: gang awareness, violence prevention, educational and personal goal setting, problem-solving, communication and anger management. The program also provides clients with recreational and pro-social activities to divert youth from gang socialization through exposure and participation in healthy activities so they can learn how to use their leisure time in a safe and more non-threatening manner. Firehouse also offers follow-up and aftercare support services to youth transitioning from the criminal justice system into their communities to prevent youth from re-offending. Parents are offered support service workshops to encourage parents' own participation in guiding the lives of their youth.

## Client Quotes

"Firehouse has helped me with my anger problem." – Firehouse participant

"I am now confident and believe I can do anything." – Firehouse participant

"I now want to try harder in school." – Firehouse participant

"I am a single mom and the help my son has received from Firehouse has helped me a lot." – Parent of Firehouse participant

"My son is doing so well. He had all 'F's' when he started the program; he now has a 3.2 GPA." – Parent of Firehouse participant

"I will walk down the stage come graduation day." – Firehouse participant

"They [Firehouse staff] always tell us we are awesome and it really nice to hear that." – Firehouse participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### Firehouse – Igniting Youth for Success (Youth Survey)

- 91%** Because of this program, my success at school (job/training) is better:
- 96%** Because of this program, my understanding of who I am and what I can do is better:
- 87%** Because of this program, my ability to communicate is better:
- 96%** Because of this program, my ability to learn new things is better:
- 78%** Because of this program, my ability to connect with adults is better:
- 83%** Because of this program, my ability to work with others is better:
- 86%** Because of this program, my ability to stay safe is better:
- 87%** Because of this program, I can identify my anger and express it in a non-violent way is better:
- 91%** Because of this program, I feel prepared to succeed in the community where I live is better:
- 61%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 91%** Because of this program, I respect others who are different from me more:
- 87%** Because of this program, I am feeling good about myself more:
- 65%** Because of this program, I am speaking with confidence in front of the class and/or in public more:
- 100%** Because of this program, I feel in control of my future more:
- 91%** Because of this program, I understand the consequences of my actions better:
- 100%** Because of this program, I understand how the choices I make will affect my family (either positively or negatively) is better:



# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |  |   |   |   |  |  |  |  |  |   |                         |
|--|--|---|---|---|--|--|--|--|--|---|-------------------------|
| Performance<br>Account-<br>ability<br>Model    | Logic Model  | BEST<br>Evaluation<br>Questions                           | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Firehouse Community Development Corp. |   |  |  |  | Met<br>Performance<br>Goals  |  |   |                         |
| EFFORT   | Inputs   | What did BEST fund for services?                          | Annual BEST Funding<br>\$262,000  | Annual Contract Budget Match<br>\$53,780  | Total Funds<br>\$315,780   | Percent Matching Funds<br>21%  |  |  |  |   |                         |
|  |  | What did BEST spend on services?                          | BEST Funds Spent<br>\$248,126   | Annual Contract Budget Match Spent<br>\$53,900  | Total Funds Spent<br>\$302,026   | Percent of BEST Funds Spent<br>95%   | Percent of Total (BEST + Match) Funds Spent<br>96% | Yes  |  |   |                         |
|  | Staff  | Who were the staff providing services?                    | Number of Paid FTE Staff<br>5.2   | Years Experience<br>14  | Years Schooling<br>12  | Male<br>50%  | Female<br>50%                                      | Yes  |  |   |                         |
|  |  | Customers   | Who are our youth ongoing customers?  | Total Unduplicated Customers<br>127   | Male<br>69%  | Female<br>31%  | Level of RPRA Developmental Assets<br>MEDIUM       | Level of Risk for Criminogenic Behavior<br>MEDIUM                                  | Yes, served 88% of youth that were high risk and gang involved |   |                         |
|  | 6-10 yrs<br>0%   |   |   | 11-14 yrs<br>1%   | 15-20 yrs<br>98%   | 21-25 yrs<br>1%  | Over 25<br>0%                                      |  |  |   |                         |
|  | Asian Pacific Americans<br>11%                             |   |   | African Americans<br>1%   | Latino Americans<br>96%  | Caucasian Americans<br>2%  | Other/Multi-racial<br>0%                           |  |  |   |                         |
|  | Client At-Risk<br>12%                                      |   |   | Client High-Risk<br>79%   | Gang Impacted<br>2%  | Gang Intentional<br>8%   | Unassigned<br>0%                                   |  |  |   |                         |
|  | Strategies   |   |   | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>10% | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>90% | Outpatient Substance Abuse<br>0%                   | Vocational/Job Training Services<br>0%   |  | Parent Awareness/ Training & Family Support<br>0%                       | Yes                     |
|  |  |   |   |   | Central<br>0%  | Foothill<br>0%   | Southern<br>89%                                    | Western<br>10%   |  | City-Wide<br>2%   |                         |
|  |  | Activities  | How much services did we provide?   |   | Total Planned Hours of Service for Year<br>14,196  | Total Actual Units of Service for Year<br>13,834                               | Percent of Actual Services Year<br>97%             | Hours of Service per Customer<br>109   | Youth Not Arrested During Services by Staff Assessment<br>94%  | Yes, good average dosage (hours) of care per youth customer             |                         |
|  | Outputs  |   |   | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds<br>\$17.94   | Actual Cost per Hour Total Funds<br>\$21.83                                    | Cost per Customer BEST Funds<br>\$1,954            | Cost per Customer Total Funds<br>\$2,378   | Average # of New Caring Adults Connected to Youth<br>3.8       | Yes   |                         |
|  |  | EFFECT  | Customer Satisfaction   |   | Were our youth and parent customers satisfied with our services?                                 | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>95%         |  | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>93% |  | Staff-rated Customers Level of Participation (%Highest and High)<br>95% | Yes, Satisfaction > 80% |
|  | Service Productivity Initial Outcomes                      |   | Were our services effective in producing change for the better for our customers?   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services )                     |  | Youth Report of Changes  | Parent Report on their Child                       | Staff Report on Customers  | Yes, Service Productivity > 70%                                |   |                         |
|  |  |   |   | Asset development changes   |  |  |  |  |  | 94%   | 87%                     |
|  |  |   |   | Social/Respect selected changes   |  |  |  |  |  | 93%   | 94%                     |
| Service Quality, Reliability and SPI           | Were our services equally effective for all our customers? | Service Quality Score Asset Development First Half<br>2.4 |   | Level of Service Quality<br>HIGH  | Reliability Level<br>GOOD  | Service Productivity Index<br>744  | Yes, Quality Score >1<br>Yes, Good SPI Score       |  |  |   |                         |
|  |  | Second Half<br>5.2  |   |   |  |  |  |  |  |   |                         |
| Survey Sample                                  | How many customers did they survey?                        | RPRA Survey<br>144  | Youth Surveys<br>120  | Parent Surveys<br>83  | Staff Surveys<br>117   | Total Surveys Collected<br>464   | Good Sample Size                                   |  |  |   |                         |
|  |  |   |   |   |  |  |  |  |  |   |                         |



## Summary of Dashboard Score Card Outcomes for the Year

### Firehouse

#### Inputs

Firehouse spent 96% of allocated and matching funds for the year. Ninety percent (90%) of funds targeted Street Outreach Worker Services and ten percent (10%) focused on Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, Firehouse served 127 unduplicated customers. Of the customers served, 50% were male and 50% were female with 98% of youth ranging in age between 15 to 20 years old.

#### Activities

Firehouse delivered 13,834 hours of direct service to youth, and their parents. The funded provider delivered 97% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost at \$21.83 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

Firehouse earned a high satisfaction score of 95% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 93%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Firehouse exceeded the target goal of 70% for asset development, social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 5.2 indicating that services were equally effective and consistent for customers. Firehouse demonstrated a good reliability of survey questions. The winter and spring survey sample size was good; a total of 464 surveys were analyzed. The Service Performance Index (SPI) was 744 – exceeding the performance goal for SPI of greater than 600.

### Firehouse Met All the Performance Goals

## Fresh Lifelines for Youth

### Agency Description

FLY believes that all our children deserve a chance to become more than their past mistakes. Dedicated to the mission of preventing juvenile crime and incarceration through legal education, leadership training, and one-on-one mentoring – FLY looks to break the cycle of violence, crime, and incarceration of teens. FLY works with youth, ages 12-18, involved in, or at risk for involvement in, the juvenile justice system (incarcerated or on probation). FLY provides innovative outcomes-based and research-informed services that inspire and empower youth to alter the trajectory of their lives.

### Project Description

The Legal Eagle program targets youth transiting from the criminal justice system. The curriculum uses a cognitive based, interactive approach to teach young people about the rule of law and the consequences of crime. The curriculum is based on proven Law Related Education (LRE) strategies that use legal education to build youth assets and life skills in non-violent conflict resolution, anger management, problem solving, and communication. In Legal Eagle, FLY staff and law student volunteers meet with 12-15 youth, once a week for 13 weeks, after school for two hours where youth participate in group activities and listen to guest speakers. Midway through the program, youth spend a Saturday at Santa Clara University participating in a mock trial, meeting with local juvenile court judges, and learn about college and financial aid. The program culminates with a graduation ceremony for youth, families and friends. FLY also conducts a year-long peer leadership training program to teach youth how to work in teams and design and implement service projects that improve their communities. All participants of the peer leadership program receive case management services to assist youth in setting and achieving their goals related to education, vocation and sobriety.

FLY's nationally-recognized legal education course teaches at-risk youth about the laws and consequences of crime while building life skills and developmental assets. The cognitive-based legal education curriculum covers topics such as: police encounters, accomplice liability, three strikes, theft, vandalism, hate crimes, drugs, gangs & prop 21, and police arrests. These topics capture the youth's interests, while building life-skills in conflict management, problem solving, empathy, and resisting negative peer pressure.

Each week youth bolster these skills by participating in skits, debates, and role-plays. Mid-way through the semester, youth take a field trip to a local university, where they tour the campus, learn about the juvenile justice system and act out a trial in the Moot Courtroom. Juvenile justice system partners attend sessions to share their experiences and assist with teaching. At the conclusion of the Law Program youth have built skills in critical problem solving and are able to resist negative peer pressure to participate in activities such as breaking the law, engaging in substance abuse, and skipping school.

After completing the Law Program, youth are assessed for criminogenic risk factors. Those who are moderate to high risk are offered to enter FLY's leadership training program. Leadership Training begins with a three-day retreat centered on leadership, volunteerism, and community activism. Over the next 10 months, youth meet with each other bi-monthly to participate in pro-social activities, and to implement community service projects that help the homeless, seniors, terminally ill children, pre-school children, and the environment. Additionally, youth in the Leadership Program, speak with youth in FLY's Middle School program about the dangers of drugs, violence and crime.

## Success Story #1

Joshua grew up in a decent household. He had both parents that tried to provide everything Joshua would need to live a good life. However, outside of the household Joshua had other influences that did not look out for his best interest. During freshmen year of high school, Joshua started hanging out with the wrong group of people. He started to smoke marijuana and later started selling it. He also started to ditch class to just hang out, smoke, and sell. He started to go downhill and eventually did not go to school for a couple months. By sophomore year, Joshua started experimenting with other drugs and eventually selling them too. During this time, he was getting in trouble with school security and with the police because of the crowd he was hanging out with. He was so far behind in school he decided to not attend class. At this time he found out that his older brother was into the same lifestyle he was into. Joshua started to look up to his brother and was even more curious about the lifestyle.

Joshua continued down the path that his brother tried to hide from him. Joshua was getting into fights, hanging out with people who were more criminally sophisticated, and he had an attitude of “I don’t care.” By his junior year Joshua got in trouble with the law. Joshua decided it would be fun to shoot at a girl with a pellet gun. Unfortunately, he hit her in the head. He was arrested for this and was sent to juvenile hall. While Joshua was in juvenile hall he had a lot of time to think and process. He started to think about what he was doing, what he was doing to his family, and about his freedom. He did not like the fact that he did not have his freedom. When he was released, he was put on house arrest and was sent to a community school. He kept thinking about his decisions in life and where he was heading. At this time he was also introduced to the FLY class. He started learning more about the law and about himself. He started to reflect more on how school and family were important things to him. Joshua started to take school a little more serious. He enrolled himself in college courses to gain extra credits. Joshua quit all of the negative things he was doing that made him make poor decisions. Joshua started to build a momentum to change his path.

When Joshua completed the Law Program he had the opportunity to continue with the Leadership Program. He was already making better decisions for himself and decided to join the program voluntarily to get extra support. Joshua worked hard to gain his credits by taking more college courses and doing all of his school work. He continues to attend FLY events to surround himself with more positive role models and peers. Joshua started to make a huge difference in his life when he started to just focus on school and working towards getting off probation. The people around him, as well as his teachers, started noticing his attitude and behavior change.

Joshua graduated early and has enrolled himself into Evergreen Valley College. He also is working hard to finish his last year of probation. He continues to go to the Leadership Program activities and meets with his case manager to set goals for his future. He is seeing a change in his life. He feels he still needs a lot of guidance and support, but knows he will be able to do well in life. He has talked about being a teacher so he can help others, like the teachers at his community school that have helped him. Joshua does not want to go back to what he has done before and wants to move forward and help others. Joshua will start school in January and he is planning to take a full load to keep himself busy and positive.

## Success Story #2

Dan is a returning peer leader in his second year in the Leadership Program who graduated from high school six months early and also achieved his goal of getting off of probation. He has overcome many challenges in order to be in the place he is currently. Dan was put on probation for burglary. He was under the influence of marijuana when he committed the act against a stranger. He has since struggled with smoking marijuana and maintaining his anger. Dan attended his first Leadership Training Program (LTP) retreat in August 2013. One day after the retreat he received a violation of probation (VOP) and began a very long journey of incarceration. Dan received a VOP, because he continued testing positive for marijuana. He had tested positive for over 10 drug tests. Dan was first put into Advent Group Home located in San Martin, CA. It was then that Dan began working with his case manager in LTP on goals he wanted to achieve. He received services from the group home that focused on his marijuana usage. Because of his anger outburst, Dan was accused of throwing an object in at a staff's face and he went back to juvenile hall and was transferred to William F. James Boys Ranch in Morgan Hill, CA for seven months.

Dan continued to meet with his case manager and focused on completing his program at the ranch. He started to become more open minded to services that were offered and took advantage of them. He became close with probation counselors at the ranch and had a positive relationship with his drugs counselor. While at the ranch, Dan wrote to middle school youth involved with FLY and shared his story. Dan offered words of advice to staying off the streets and surrounding one's self with positive people. Dan spent the majority of his first LTP year incarcerated. Because of good behavior, Dan was allowed to attend a San Jose State College Tour with LTP. After he was released from the ranch, Dan actively participated at community service opportunities. When drug tested by his probation officer his tests consistently came out negative. It was due to his dedication to the program and leadership skills that Dan was invited to return for a second year in LTP which began Fall 2014. Dan got a job at Levi Stadium and was dismissed from probation in December 2014. He graduated from San Jose Conservation Corps in January 2015. Dan has drastically reduced his smoking and has recognized that he is more productive in life when he is not high. He is planning on applying to a junior college to major in Business and he plans on opening his own restaurant in the future.

## Client Quotes

"This is a great program! I recommend it to any youth so that they become more familiar with the laws." – FLY participant

"I like the staff members here. They are good and kind and answer any questions I have." – FLY participant

"I learn something new every time I come to FLY. This is a really good program." – FLY participant

"The facilitators are enthusiastic and willing to help. They offer assistance in and out of class." – FLY participant

"FLY would be a very good program for others kids because everyone should know their rights and the law. Everyone should feel safer." - FLY participant



## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### Fresh Lifelines for Youth – Legal Eagle (Youth Survey)

- 57% Because of this program, my success at school (job/training) is better:
- 73% Because of this program, my understanding of who I am and what I can do is better:
- 83% Because of this program, my ability to communicate is better:
- 82% Because of this program, my ability to learn new things is better:
- 75% Because of this program, my ability to connect with adults is better:
- 72% Because of this program, my ability to work with others is better:
- 82% Because of this program, my ability to stay safe is better:
- 68% Because of this program, I can identify my anger and express it in a non-violent way is better:
- 75% Because of this program, I feel prepared to succeed in the community where I live is better:
- 59% Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 78% Because of this program, I respect others who are different from me more:
- 77% Because of this program, I am making healthy decisions more:
- 88% Because of this program, my knowledge of the law is better:
- 91% Because of this program, I understand what happens if I break the law better:
- 68% Because of this program, I am dealing with conflict and problems better:
- 89% Because of this program, I understand how breaking the law affects other people better:



# Year-End Dashboard–Effort and Effect

| BEST Performance Logic Model Evaluation System |                                     |  |   |   |   |  |   |   |   |   |     |
|--|-------------------------------------|--|---|---|---|--|---|---|---|---|-----|
| Performance<br>Account-<br>ability<br>Model    | Logic Model                         | BEST<br>Evaluation<br>Questions                            | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Fresh Lifelines for Youth (FLY) |   |   |  |   | Met<br>Performance<br>Goals   |   |   |     |
| EFFORT   | Inputs                              | What did BEST fund for services?                           | Annual BEST Funding<br>\$120,800  | Annual Contract Budget Match<br>\$24,160  | Total Funds<br>\$144,960  | Percent Matching Funds<br>20%  |   |   |   |   |     |
|  |                                     | What did BEST spend on services?                           | BEST Funds Spent<br>\$120,800   | Annual Contract Budget Match Spent<br>\$24,389  | Total Funds Spent<br>\$145,189  | Percent of BEST Funds Spent<br>100%  | Percent of Total (BEST + Match) Funds Spent<br>100% | Yes   |   |   |     |
|  | Staff                               | Who were the staff providing services?                     | Number of Paid FTE Staff<br>3.1   | Years Experience<br>7   | Years Schooling<br>16   | Male<br>60%  | Female<br>40%                                       | Yes   |   |   |     |
|  |                                     | Customers  | Who are our youth ongoing customers?  | Total Unduplicated Customers<br>287   | Male<br>78%   | Female<br>22%  | Level of RPRA Developmental Assets<br>LOW           | Level of Risk for Criminogenic Behavior<br>HIGH                         | Yes, served 9% of youth that were high risk and gang involved |   |     |
|  | 6-10 yrs<br>0%                      |  |   | 11-14 yrs<br>0%   | 15-20 yrs<br>100%   | 21-25 yrs<br>0%  | Over 25<br>0%                                       |   |   |   |     |
|  | Asian Pacific Americans<br>0%       |  |   | African Americans<br>7%   | Latino Americans<br>77%   | Caucasian Americans<br>5%  | Other/Multi-racial<br>4%                            |   |   |   |     |
|  | Client At-Risk<br>91%               |  |   | Client High-Risk<br>9%  | Gang Impacted<br>0%   | Gang Intentional<br>0%   | Unassigned<br>0%                                    |   |   |   |     |
|  | Strategies                          |  |   | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>100%     | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>0%      | Outpatient Substance Abuse<br>0%                    | Vocational/Job Training Services<br>0%                                  |   | Parent Awareness/ Training & Family Support<br>0% | Yes |
|  |                                     |  |   |   | Central<br>0%   | Foothill<br>0%   | Southern<br>0%                                      | Western<br>0%   |   | City-Wide<br>100%                                 |     |
|  |                                     | Activities   | How much services did we provide?   |   | Total Planned Hours of Service for Year<br>10,614   | Total Actual Units of Service for Year<br>11,281                                   | Percent of Actual Services Year<br>106%             | Hours of Service per Customer<br>39                                     | Youth Not Arrested During Services by Staff Assessment<br>83% | Yes   |     |
|  |                                     |  |   |   | Outputs   | How much did the services cost to deliver?   | Actual Cost per Hour BEST Funds<br>\$10.71          | Actual Cost per Hour Total Funds<br>\$12.87                             | Cost per Customer BEST Funds<br>\$421                         | Cost per Customer Total Funds<br>\$506            |     |
|  |                                     |  |   |   |   |  |   |   |   |   |     |
|  | EFFECT                              | Customer Satisfaction                                      | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>85%  |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>91% |   | Staff-rated Customers Level of Participation (%Highest and High)<br>73% | Yes, Satisfaction > 80%                                       |   |     |
| Service Productivity Initial Outcomes          |                                     |  |   | Were our services effective in producing change for the better for our customers?   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services ) |  | Youth Report of Changes<br>76%                      | Parent Report on their Child<br>82%                                     | Staff Report on Customers<br>81%                              | Yes, Service Productivity > 70%                   |     |
|  |                                     | Asset development changes                                  |   |   |   |  |   |   |   |   |     |
|  |                                     | Social/Respect selected changes                            |   |   | 70%   | 94%  |   |   |   |   |     |
|  |                                     | Agency selected changes                                    |   |   | 83%   | 94%  |   |   |   |   |     |
| Service Quality, Reliability and SPI           |                                     | Were our services equally effective for all our customers? | Service Quality Score Asset Development First Half<br>2.0   |   | Level of Service Quality<br>GOOD  | Reliability Level<br>GOOD  | Service Productivity Index<br>730                   | Yes, Quality Score >1<br>Yes, Good SPI Score                            |   |   |     |
|  |                                     |  | Second Half<br>2.9  |   |   |  |   |   |   |   |     |
| Survey Sample                                  | How many customers did they survey? | RPRA Survey<br>119   | Youth Surveys<br>118  | Parent Surveys<br>48  | Staff Surveys<br>139  | Total Surveys Collected<br>424   | Good Sample Size                                    |   |   |   |     |
|  |                                     |  |   |   |   |  |   |   |   |   |     |



## Summary of Dashboard Score Card Outcomes for the Year

### Fresh Lifelines for Youth

#### Inputs

Fresh Lifelines for Youth spent 100% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, FLY served 287 unduplicated customers. Of the customers served, 78% were male and 22% were female with 100% of youth ranging in age between 15 to 20 years old.

#### Activities

FLY delivered 11,281 hours of direct service to youth, and their parents. The funded provider delivered 106% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated an efficient cost at \$12.87 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

FLY earned a high satisfaction score of 85% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 91%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

FLY exceeded the target goal of 70% for asset development, social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 2.9 indicating that services were equally effective and consistent for customers. FLY demonstrated a good reliability of survey questions. The winter and spring survey sample size was good; a total of 424 surveys were analyzed. The Service Performance Index (SPI) was 730 – exceeding the performance goal for SPI of greater than 600.

### Fresh Lifelines for Youth Met All the Performance Goals

# Girl Scouts of Northern California

## Agency Description

Girl Scouts has served girls throughout Northern California since 1918. Our regional council, Girl Scouts of Northern California (GSNC), was formed in 2007 through the merger of five Girl Scout councils across a 19-county area from Silicon Valley to the Oregon border.

GSNC's mission is to build girls of courage, confidence and character who make the world a better place. Girl scouting in the 21<sup>st</sup> century has evolved well beyond its traditional focus into a vibrant contemporary movement that offers girls, ages 5-17, the opportunity to engage in a variety of personal growth and leadership development activities focused on helping them discover their strengths. Open-ended opportunities are provided through neighborhood troops, camps and outdoor programs, as well as through enrichment and outreach initiatives in targeted settings where youth need us most -- under-resourced schools, community centers, juvenile detention centers, homeless and transitional shelters and alternative high schools. Girl Scouts of Northern California offers rich opportunities for girls to discover, connect and take action with the guidance of caring adults.

## Project Description

The Girl Scouts of Northern California offers the "Got Choices" program to adjudicated girls, ages 11-18 that are referred by the juvenile justice system as well as collaborating partners. The "Got Choices" Program implements a weekly life-skills curriculum, presented in a group setting that facilitates the identification of their strengths, examination of preconceived notions about themselves and others, reflection on their past behaviors while learning to avoid future negative choices, and skill development to manage relationships and feelings in a healthy manner. The curriculum contains three modules: gangs & crime prevention, female health and self-esteem and positive life choices. These modules are organized to engage youth participants through role-playing, quizzes, guest speakers, media avenues, arts and crafts, debate-style discussions and group work. Girl participants also have an opportunity to engage in service projects that will help develop self-esteem and re-engage participants with the community from which they have become isolated. The "Got Choices" program demonstrates to participants how they can make positive contributions to their community.


### Success Story #1

'T,' from San Jose Community High School attended *Lead the Way* this year. She originally signed up along with three other girls from SJ Community, but as the date grew closer, her friends withdrew their participation, leaving T as the only girl attending from this site. We were concerned that she might feel discouraged and drop out, too, however T followed through, and although she knew very few girls, she maintained a positive attitude and participated throughout. We roomed her with two girls from Willow Glen High who were welcoming and kind (and vice versa). The Got Choices staffs were very impressed with T's courage to stay committed to this retreat and her willingness to learn and experience new things.

### Success Story #2

'J' from Andrew Hill High School has been a Got Choices participant for three years and was recently hired by our Girl Scout council to work at the summer camps. As a recent graduate, J is really excited about her new job and the fact that she will be facilitating some of the same activities she participated in as a member of the Got Choices program. She has demonstrated a lot of growth, responsibility and maturity.

### Client Quotes



"I feel comfortable participating in Got Choices. I feel like I'm being heard and taken seriously." – Got Choices participant

"I feel like it's a really good opportunity for me to be a part of it because it gives me leadership skills and advice." – Got Choices participant

"I feel more confident. There are always going to be obstacles in your path, but it's your choice how you go about it." – Got choices participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### Girl Scouts of Northern California – Got Choices Middle School (Youth Survey)

- 50%** Because of this program, my success at school (job/training) is better:
- 83%** Because of this program, my understanding of who I am and what I can do is better:
- 67%** Because of this program, my ability to communicate is better:
- 83%** Because of this program, my ability to learn new things is better:
- 50%** Because of this program, my ability to connect with adults is better:
- 67%** Because of this program, my ability to work with others is better:
- 100%** Because of this program, my ability to stay safe is better:
- 50%** Because of this program, I can identify my anger and express it in a non-violent way is better:
- 83%** Because of this program, I feel prepared to succeed in the community where I live is better:
- 67%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 50%** Because of this program, I respect others who are different from me more:
- 100%** Because of this program, I expect adults to care about me more:
- 67%** Because of this program, I feel connected and involved in my community more:
- 50%** Because of this program, my ability to think before I react is better:
- 67%** Because of this program, I understand the differences between healthy and unhealthy relationships better:
- 67%** Because of this program, my knowledge about topics that are important to me has increased:

### Girl Scouts of Northern California – Got Choices Juvenile Hall (Youth Survey)

- 25%** Because of this program, my success at school (job/training) is better:
- 58%** Because of this program, my understanding of who I am and what I can do is better:
- 73%** Because of this program, my ability to communicate is better:
- 58%** Because of this program, my ability to learn new things is better:
- 42%** Because of this program, my ability to connect with adults is better:
- 50%** Because of this program, my ability to work with others is better:
- 42%** Because of this program, my ability to stay safe is better:
- 42%** Because of this program, I can identify my anger and express it in a non-violent way is better:
- 50%** Because of this program, I feel prepared to succeed in the community where I live is better:
- 33%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 58%** Because of this program, I respect others who are different from me more:
- 50%** Because of this program, I expect adults to care about me more:





- 42%** Because of this program, I feel connected and involved in my community more:
- 50%** Because of this program, my ability to think before I react is better:
- 75%** Because of this program, I understand the differences between healthy and unhealthy relationships better:
- 58%** Because of this program, my knowledge about topics that are important to me has increased:

## Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |  |   |   |   |   |  |  |  |   |     |    |
|--|--|---|---|---|---|--|--|--|---|-----|----|
| Performance<br>Accountability<br>Model         |  |   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Girl Scouts of Santa Clara County |   |   |  |  | Met<br>Performance<br>Goals                                    |   |     |    |
|  | Logic Model                                | BEST<br>Evaluation<br>Questions   |   |   |   |  |  |  |   |     |    |
| EFFORT   | Inputs                                     | What did BEST fund for services?  | Annual BEST Funding   | Annual Contract Budget Match  | Total Funds   | Percent Matching Funds                                 |  |  |   |     |    |
|  |  |   | \$44,000  | \$139,016   | \$183,016   | 316%   |  |  |   |     |    |
|  |  | What did BEST spend on services?  | BEST Funds Spent  | Annual Contract Budget Match Spent                                      | Total Funds Spent   | Percent of BEST Funds Spent                            | Percent of Total (BEST + Match) Funds Spent                      | Yes  |   |     |    |
|  | \$44,000                                   |   | \$139,123   | \$183,123   | 100%  | 100%   |  |  |   |     |    |
|  | Staff                                      | Who were the staff providing services?  | Number of Paid FTE Staff  | Years Experience  | Years Schooling   | Male   | Female   | Yes  |   |     |    |
|  |  |   | 2.6   | 10  | 16  | 0%   | 100%   |  |   |     |    |
|  | Customers                                  | Who are our youth ongoing customers?  | Total Unduplicated Customers  | Male  | Female  | Level of RPRA Developmental Assets                     | Level of Risk for Criminogenic Behavior                          | Yes, served 91% of youth that were high risk and gang involved |   |     |    |
|  |  |   | 628   | 0%  | 100%  | MEDIUM   | MEDIUM   |  |   |     |    |
|  |  |   | 6-10 yrs  | 11-14 yrs   | 15-20 yrs   | 21-25 yrs  | Over 25  |  |   |     |    |
|  |  |   | 0%  | 15%   | 85%   | 0%   | 0%   |  |   |     |    |
|  |  |   | Asian Pacific Americans   | African Americans   | Latino Americans  | Caucasian Americans                                    | Other/Multi-racial   |  |   |     |    |
|  |  |   | 0%  | 6%  | 70%   | 4%   | 16%  |  |   |     |    |
|  |  |   | Client At-Risk  | Client High-Risk  | Gang Impacted   | Gang Intentional                                       | Unassigned   |  |   |     |    |
|  | 9%   | 56%   | 21%   | 14%   | 0%  |  |  |  |   |     |    |
|  | Strategies                                 | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education                             | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation | Outpatient Substance Abuse  | Vocational/Job Training Services                       | Parent Awareness/ Training & Family Support                      | Yes  |   |     |    |
|  |  |   | 100%  | 0%  | 0%  | 0%   | 0%   |  |   |     |    |
|  |  |   | Central   | Foothill  | Southern  | Western  | City-Wide  |  |   |     |    |
| 0%   |  |   | 0%  | 28%   | 9%  | 64%  |  |  |   |     |    |
|  |  |   |   |   |   |  |  |  |   |     |    |
| Activities                                     | How much services did we provide?          | Total Planned Hours of Service for Year   | Total Actual Units of Service for Year  | Percent of Actual Services Year   | Hours of Service per Customer   | Youth Not Arrested During Services by Staff Assessment | Yes  |  |   |     |    |
|  |  | 8,829   | 12,062  | 137%  | 19  | 91%  |  |  |   |     |    |
| Outputs  | How much did the services cost to deliver? | Actual Cost per Hour BEST Funds   | Actual Cost per Hour Total Funds  | Cost per Customer BEST Funds  | Cost per Customer Total Funds   | Average # of New Caring Adults Connected to Youth      | Yes  |  |   |     |    |
|  |  | \$3.65  | \$15.18   | \$70  | \$292   | 3.0  |  |  |   |     |    |
| EFFECT   | Customer Satisfaction                      | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)   |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) |  | Staff-rated Customers Level of Participation (%Highest and High) | Yes, Satisfaction > 80%  |   |     |    |
|  |  |   | 89%   |   | NR  |  | 70%  |  |   |     |    |
|  | Service Productivity Initial Outcomes      | Were our services effective in producing change for the better for our customers?   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services )                 |   |   | Youth Report of Changes                                | Parent Report on their Child                                     | Staff Report on Customers                                      | Yes, Service Productivity > 70%<br>Did Not Meet Social/Respect Service Productivity |     |    |
|  |  |   | Asset development changes   |   |   |  |  |  |   | 74% | NR |
|  |  |   | Social/Respect selected changes   |   |   |  |  |  |   | 63% | NR |
|  |  |   | Agency selected changes   |   |   |  |  |  |   | 74% | NR |
|  | Service Quality, Reliability and SPI       | Were our services equally effective for all our customers?  | Service Quality Score Asset Development First Half  |   | Level of Service Quality  | Reliability Level                                      | Service Productivity Index                                       | Yes, Quality Score >1<br>Yes, Good SPI Score                   |   |     |    |
| 2.4 2.3  |  |   | GOOD  | GOOD  |   |  |  |  | 711   |     |    |
| Survey Sample                                  | How many customers did they survey?        | RPRA Survey   | Youth Surveys   | Parent Surveys  | Staff Surveys   | Total Surveys Collected                                | Good Sample Size   |  |   |     |    |
|  |  | 167   | 166   | 0   | 167   | 500  |  |  |   |     |    |



## Summary of Dashboard Score Card Outcomes for the Year

### Girl Scouts of Northern California

#### Inputs

Girl Scouts of Northern California spent 100% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, Girl Scouts served 628 unduplicated customers. Of the customers served, 100% were female with 85% of youth ranging in age between 15 to 20 years old.

#### Activities

Girl Scouts delivered 12,062 hours of direct service to youth, and their parents. The funded providers delivered 137% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost at \$15.18 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

Girl Scouts earned a high satisfaction score of 89% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Girl Scouts exceeded the target goal of 70% for asset development and agency-specific but fell short of the goal for social/respect service productivity. Achieving the performance goal for service productivity is an indication that BEST-funded program services are effectively changing "for the better," new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 2.3 indicating that services were equally effective and consistent for customers. Girl Scouts demonstrated good reliability of survey questions. The winter and spring survey sample size was good; a total of 500 surveys were analyzed. The Service Performance Index (SPI) was 711 – exceeding the performance goal for SPI of greater than 600.

### Girl Scouts of Northern California Met Five of the Six Performance Goals



## Lighthouse of Hope Counseling Center, Inc.

### Agency Description

The mission of the Lighthouse of Hope Counseling Center is to assist people using their natural abilities to achieve their goals and to facilitate emotional and spiritual development. LHOH is a full-service counseling center that provides a variety of services for individuals, couples and families. The LHOH is staffed by professional therapists dedicated to the principles of healthy living. All services are private and confidential. LHOH is committed to helping youths achieve their goals and facilitate their emotional and spiritual development. Lighthouse of Hope Counseling Center has implemented Let's Talk at Andrew Hill High School and continues to provide Let's Talk at Silver Creek High School. Lighthouse of Hope Counseling Center's intervention services are asset based and culturally competent to address the issues plaguing high-risk youth with absent and/or emotionally uninvolved fathers.

### Project Description

The purpose of this program service is to reduce truancy, improve grades, increase self-esteem, and improve self-regulation. To help break the cycle of inter-generation gang affiliation, the students engage in activities and discussions to verbalize and process how living in a female head of household and/or with an emotionally uninvolved father and living in a gang impacted community is affecting their lives. The students learn positive self-talk and problem solving skills to reduce maladaptive coping skills by using Cognitive Behavioral Therapy interventions. Finally, the students learn alternatives to gang life style through information about post high school educational opportunities.

### Success Story # 1

A female student was initially referred to Let's Talk by the school social worker because she was experiencing anxiety, low grades and truancy. After several mentoring sessions it was discovered that her mother was a single parent and suffering from depression. Her father was not involved in her life. The student had no support systems and felt alone. It was decided to help this student she needed a referral to other services. Initially, she refused the referral because she did not want to "make waves." Mentoring sessions continued to be offered and the student eventually agreed to call ACCI for further services. From AACI she was referred to Mekong where home visits were arranged to help her and her mother.

### Success Story #2

A male student from Independence was referred to the Let's Talk Program by the school social worker and his teacher. He had all F's, was not doing homework and he was frequently truant. At home he played video games and hung out with his friends. He talked with his mentor about wanting to be in a gang and "claim colors." He came to individual mentoring sessions at the beginning of the semester and reported that he fully expected to graduate. He was a junior. His mentor began to show him the connection between graduating, completing homework and improving his grades. He was encouraged to start with 10 minutes of homework time daily and then gradually increase his time and reduce his video game time. The student worked with the mentor and followed the plan they made together to improve his grades and get his homework done. By the end of the semester, the student had improved his grades from all f's to c's and d's. He was playing video games on weekends most of the time. He stopped hanging out with his friends during the week and did his school work.

### Client Quotes

"The Let's Talk group helped me get a lot off my mind. I usually keep everything to myself but the group helped so much." – Lighthouse of Hope participant

"I like the Let's Talk group because I get to connect with other girls who have the same struggles and mentality as me." – Lighthouse of Hope participant

"This group helps me with my anger." – Lighthouse of Hope participant



# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |  |   |  |   |   |  |  |  |     |
|--|--|---|--|---|---|--|--|--|-----|
| Performance<br>Accountability<br>Model         |  |   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Lighthouse of Hope Counseling Center, Inc. |   |   |  |  | Met<br>Performance<br>Goals                                    |     |
|  | Logic Model                                | BEST<br>Evaluation<br>Questions   |  |   |   |  |  |  |     |
| EFFORT   | Inputs                                     | What did BEST fund for services?  | Annual BEST Funding  | Annual Contract Budget Match  | Total Funds   | Percent Matching Funds                                 |  |  |     |
|  |  |   | \$22,000   | \$17,992  | \$39,992  | 82%  |  |  |     |
|  |  | What did BEST spend on services?  | BEST Funds Spent   | Annual Contract Budget Match Spent                                      | Total Funds Spent   | Percent of BEST Funds Spent                            | Percent of Total (BEST + Match) Funds Spent                      | Yes  |     |
|  | \$22,000                                   |   | \$41,018   | \$63,018  | 100%  | 158%   |  |  |     |
|  | Staff                                      | Who were the staff providing services?  | Number of Paid FTE Staff   | Years Experience  | Years Schooling   | Male   | Female   | Yes  |     |
|  |  |   | 2.9  | 7   | 13  | 43%  | 57%  |  |     |
|  | Customers                                  | Who are our youth ongoing customers?  | Total Unduplicated Customers   | Male  | Female  | Level of RPRA Developmental Assets                     | Level of Risk for Criminogenic Behavior                          | Yes, served 16% of youth that were high risk and gang involved |     |
|  |  |   | 77   | 40%   | 60%   | MEDIUM   | MEDIUM   |  |     |
|  |  |   | 6-10 yrs   | 11-14 yrs   | 15-20 yrs   | 21-25 yrs  | Over 25  |  |     |
|  |  |   | 0%   | 17%   | 81%   | 0%   | 3%   |  |     |
|  |  |   | Asian Pacific Americans  | African Americans   | Latino Americans  | Caucasian Americans                                    | Other/Multi-racial   |  |     |
|  |  |   | 39%  | 3%  | 32%   | 3%   | 12%  |  |     |
|  |  |   | Client At-Risk   | Client High-Risk  | Gang Impacted   | Gang Intentional                                       | Unassigned   |  |     |
|  | 0%   | 0%  | 7%   | 93%   | 0%  |  |  |  |     |
|  | Strategies                                 | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education                                      | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation | Outpatient Substance Abuse  | Vocational/Job Training Services                       | Parent Awareness/ Training & Family Support                      | Yes  |     |
|  |  |   | 100%   | 0%  | 0%  | 0%   | 0%   |  |     |
| Central  |  |   | Foothill   | Southern  | Western   | City-Wide  |  |  |     |
| 0%   |  |   | 100%   | 0%  | 0%  | 0%   |  |  |     |
| Activities                                     | How much services did we provide?          | Total Planned Hours of Service for Year   | Total Actual Units of Service for Year   | Percent of Actual Services Year   | Hours of Service per Customer   | Youth Not Arrested During Services by Staff Assessment | No, did 62% of Planned Services                                  |  |     |
|  |  | 1,526   | 950  | 62%   | 12  | 100%   |  |  |     |
| Outputs  | How much did the services cost to deliver? | Actual Cost per Hour BEST Funds   | Actual Cost per Hour Total Funds   | Cost per Customer BEST Funds  | Cost per Customer Total Funds   | Average # of New Caring Adults Connected to Youth      | No, cost per hour is higher than planned                         |  |     |
|  |  | \$23.16   | \$66.33  | \$286   | \$818   | 2.7  |  |  |     |
| EFFECT   | Customer Satisfaction                      | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)  |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items) |  | Staff-rated Customers Level of Participation (%Highest and High) | Yes, Satisfaction > 80%  |     |
|  |  |   | 89%  |   | NR  |  | 78%  |  |     |
|  | Service Productivity Initial Outcomes      | Were our services effective in producing change for the better for our customers?   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services )                          |   | Youth Report of Changes   | Parent Report on their Child                           | Staff Report on Customers  | No, Service Productivity < 70% Parents not required (NR).      |     |
|  |  |   | Asset development changes  |   |   |  |  |  | 65% |
|  |  |   | Social/Respect selected changes  |   |   |  |  |  | 58% |
|  |  |   | Agency selected changes  |   |   |  |  |  | 64% |
|  | Service Quality, Reliability and SPI       | Were our services equally effective for all our customers?  | Service Quality Score Asset Development  |   | Level of Service Quality  | Reliability Level                                      | Service Productivity Index                                       | Yes, Quality Score >1 No, SPI Score less than 600              |     |
| First Half                                     |  |   | Second Half  |   |   |  |  |  |     |
| Survey Sample                                  | How many customers did they survey?        | 1.7   |  | 1.7   |   | GOOD   | LOW  | 569  |     |
|  |  | RPRA Survey   | Youth Surveys  | Parent Surveys  | Staff Surveys   | Total Surveys Collected                                | Need to Increase Sample Size                                     |  |     |
|  |  | 18  | 19   | 1   | 24  | 62   |  |  |     |



## Summary of Dashboard Score Card Outcomes for the Year

### Lighthouse of Hope Counseling Center

#### Inputs

Lighthouse of Hope spent 158% of allocated and matching funds for the year. One-hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, Lighthouse of Hope served 77 unduplicated customers. Of the customers served, 40% were male and 60% were female with 81% of youth ranging in age between 15 to 20 years old.

#### Activities

Lighthouse of Hope delivered 950 hours of direct service to youth, and their parents. The funded provider delivered 62% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost at \$66.33 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

Lighthouse of Hope earned a satisfaction score of 89% as reported by child and youth customers. This score indicates that children and youth customers rated the programs as good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Lighthouse of Hope did not meet the target goal of 70% for asset development, social/respect and agency-specific service productivity – indicators of whether the BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring of 1.7 indicating that services were equally effective and consistent for customers. Lighthouse of Hope demonstrated low reliability of survey questions. The winter and spring survey sample size was low; a total of 62 surveys were analyzed. The Service Performance Index (SPI) was 569 – falling short of the performance goal for SPI of greater than 600.

### Lighthouse of Hope Met One of the Six Performance Goals



## San Jose Conservation Corps and Charter School

### Agency Description

Founded in 1987, the San Jose Conservation Corps and Charter School (SJCCCS) has provided more than 23,000 "at-risk" disadvantaged, young men and women (mostly minority) with the academic education, hands-on learning, and development of basic skills such as leadership, communication, computer literacy, and employment training needed to enter and succeed in the Silicon Valley skilled workforce. The SJCCCS offers secondary education courses through its full-time charter high school, and vocational education and job training through its Environment Program and Recycling Departments. Another program, YouthBuild San Jose, combines the mandatory academics with paid on-site job training in the high demand, high wage construction trades.

### Project Description

The San Jose Conservation Corps & Charter School provides youth with a quality high school education and teaches valuable work and life skills that empower them to become responsible, productive, and caring citizens. The San Jose Conservation Corps & Charter School provides education opportunities for students to earn a high school diploma or prepare for the California State Exit Exam in our Charter High School and through after-school homework assistance at our partner high schools.

### Success Story #1 & #2

During the second quarter, there are two success stories surrounding the personal transformation of students and their goal obtainment. Both Raul and Angie enrolled in the program in the same month. They both had demonstrated a decent amount of participation with their schoolwork during the first grading term. Raul completed enough schoolwork and tested high enough on his exams to earn 23 credits. He has motivated himself to complete one of his most important goals in his life. He is ready to apply for community college to future his education. He is also applying to some part-time jobs to help his family financially. Angie's story is similar. She is a highly motivated young lady. In a period of three months she has earned 38 credits and has completed 20 hours of community service. She has completed all requirements to obtain her high school diploma. She has since registered at De Anza College and began April 2015. She would like to get her B. A. in Business. Both of these students took full advantage of the services they were offered while they were managing difficulties at home, in their neighborhoods and their significant others. They had to make some tough decisions to separate themselves from the negative aspects in their lives and make them part of their past.

## Client Quotes

"If I was not attending the San Jose Conservation Corps, I would probably be working at a weed store. However, I am attending SJCC to get my high school diploma to better myself for my family". –SJCC participant

"Since coming to the San Jose Conservation Corps and Charter School, things are different for me because it keeps me from hanging out with the wrong crowd." – SJCC participant

"Since coming here; things are different because I am actually graduating this year." – SJCC participant

"Since coming to the San Jose Conservation Corps & Charter School things are different for me because I see there are many opportunities to learn while I earn a scholarship and help myself and my community." – SJCC participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### San Jose Conservation Corps Charter School (Youth Survey)

**78%** Because of this program, my success at school (job/training) is better:

**89%** Because of this program, my understanding of who I am and what I can do is better:

**89%** Because of this program, my ability to communicate is better:

**78%** Because of this program, my ability to learn new things is better:

**56%** Because of this program, my ability to connect with adults is better:

**78%** Because of this program, my ability to work with others is better:

**67%** Because of this program, my ability to stay safe is better:

**78%** Because of this program, I can identify my anger and express it in a non-violent way is better:

**56%** Because of this program, I feel prepared to succeed in the community where I live is better:

**44%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:

**78%** Because of this program, I respect others who are different from me more:

**89%** Because of this program, I can handle responsibilities and be a leader more:

**78%** Because of this program, I attend school more:

**50%** Because of this program, my involvement in school or community has increased:

**100%** Because of this program, my desire to graduate from high school has increased:

**88%** Because of this program, my interest in pursuing higher education or vocational training has increased:

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |                                     |   |  |   |   |   |  |   |   |
|--|-------------------------------------|---|--|---|---|---|--|---|---|
| Performance Accountability Model               | Logic Model                         | BEST Evaluation Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>San Jose Conservation Corps and Charter School |   |   |   |  | Met Performance Goals   |   |
| EFFORT   | Inputs                              | What did BEST fund for services?  | Annual BEST Funding<br>\$61,000  | Annual Contract Budget Match<br>\$101,161   | Total Funds<br>\$162,161                | Percent Matching Funds<br>166%  |  |   |   |
|  |                                     | What did BEST spend on services?  | BEST Funds Spent<br>\$61,000   | Annual Contract Budget Match Spent<br>\$101,161   | Total Funds Spent<br>\$162,161          | Percent of BEST Funds Spent<br>100%   | Percent of Total (BEST + Match) Funds Spent<br>100%            | Yes   |   |
|  | Staff                               | Who were the staff providing services?  | Number of Paid FTE Staff<br>2.2  | Years Experience<br>15  | Years Schooling<br>16                   | Male<br>80%   | Female<br>20%  | Yes   |   |
|  | Customers                           | Who are our youth ongoing customers?  | Total Unduplicated Customers<br>30   | Male<br>47%   | Female<br>53%                           | Level of RPRA Developmental Assets<br>MEDIUM                                      | Level of Risk for Criminogenic Behavior<br>MEDIUM              | Yes, served 16% of youth that were high risk and gang involved          |   |
|  |                                     |   | 6-10 yrs<br>0%   | 11-14 yrs<br>0%   | 15-20 yrs<br>47%                        | 21-25 yrs<br>53%  | Over 25<br>0%  |   |   |
|  |                                     |   | Asian Pacific Americans<br>0%  | African Americans<br>0%   | Latino Americans<br>83%                 | Caucasian Americans<br>0%   | Other/Multi-racial<br>0%                                       |   |   |
|  |                                     |   | Client At-Risk<br>84%  | Client High-Risk<br>16%   | Gang Impacted<br>0%                     | Gang Intentional<br>0%  | Unassigned<br>0%   |   |   |
|  |                                     |   | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>0%                                    | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>0%                         | Outpatient Substance Abuse<br>0%        | Vocational/Job Training Services<br>100%  | Parent Awareness/ Training & Family Support<br>0%              |   |   |
|  |                                     |   | Central<br>0%  | Foothill<br>0%  | Southern<br>0%                          | Western<br>0%   | City-Wide<br>100%  |   |   |
|  | Strategies                          | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? |  |   |   |   |  | Yes   |   |
|  | Activities                          | How much services did we provide?   | Total Planned Hours of Service for Year<br>24,147  | Total Actual Units of Service for Year<br>22,620  | Percent of Actual Services Year<br>94%  | Hours of Service per Customer<br>754  | Youth Not Arrested During Services by Staff Assessment<br>100% | Yes, good average dosage (hours) of care per youth customer             |   |
|  | Outputs                             | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds<br>\$2.70  | Actual Cost per Hour Total Funds<br>\$7.17  | Cost per Customer BEST Funds<br>\$2,033 | Cost per Customer Total Funds<br>\$5,405  | Average # of New Caring Adults Connected to Youth<br>3.2       | Yes   |   |
|  | EFFECT                              | Customer Satisfaction   | Were our youth and parent customers satisfied with our services?   | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>89%                                |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>NR |  | Staff-rated Customers Level of Participation (%Highest and High)<br>56% | Yes, Satisfaction < 80%   |
|  |                                     | Service Productivity Initial Outcomes   | Were our services effective in producing change for the better for our customers?  | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services ) |   | Youth Report of Changes<br>78%  | Parent Report on their Child<br>NR                             | Staff Report on Customers<br>68%  | Yes, Service Productivity > 70% Just missed Social/Respect Service Productivity |
|  |                                     |   |  | Asset development changes   |   |   |  |   |   |
|  |                                     |   |  | Social/Respect selected changes   |   | 66%   | NR   |   |   |
|  |                                     |   |  | Agency selected changes   |   | 84%   | NR   |   |   |
|  |                                     | Service Quality, Reliability and SPI  | Were our services equally effective for all our customers?   | Service Quality Score Asset Development First Half<br>5.4   |   | Level of Service Quality<br>HIGH  | Reliability Level<br>LOW                                       | Service Productivity Index<br>691                                       | Yes, Quality Score >1 No, Reliability Low                                       |
| Second Half<br>3.9                             |                                     |   |  |   |   |   |  |   |   |
| Survey Sample                                  | How many customers did they survey? | RPRA Survey<br>24   | Youth Surveys<br>24  | Parent Surveys<br>0   | Staff Surveys<br>40                     | Total Surveys Collected<br>88   | Need to Increase Sample Size                                   |   |   |





## Summary of Dashboard Score Card Outcomes for the Year

### San Jose Conservation Corps and Charter School (SJCC)

#### Inputs

San Jose Conservation Corps and Charter School spent 100% of allocated and matching funds for the year. One-hundred percent (100%) of funds targeted Vocation and Job Training Services.

#### Customers

During Cycle 24, SJCC served 30 unduplicated customers. Of the customers served, 47% were male and 53% were female with 47% of youth ranging in age between 15 to 20 years old.

#### Activities

SJCC delivered 22,620 hours of direct service to youth, and their parents. The funded provider delivered 94% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated an efficient cost at \$7.17 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

SJCC earned a satisfaction score of 89% as reported by child and youth customers, exceeding the performance goal of 80%. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

SJCC exceeded the target goal of 70% for asset development, and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. They fell short of achieving the performance goal of 80% for the agency-specific service productivity. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 3.9 indicating that services were equally effective and consistent for customers. SJCC demonstrated a low reliability of survey questions. The winter and spring survey sample size was adequate; a total of 88 surveys were analyzed. The Service Performance Index (SPI) was 691 – exceeding the performance goal for SPI of greater than 600.

## San Jose Conservation Corps Met Five of the Six Performance Goals

# San Jose Jazz – Progression Program

## Agency Description

From the launch of Summer Jazz Camp nearly twenty years ago, education has been the heart and soul of San Jose Jazz. Our highly-regarded programs include, Progressions a research-based youth development program that uses music to connect with low-income, at-risk students. High School All Stars is a regional, audition-based big band for talented young players. The large ensemble and small combo play high-profile gigs all over the region, including this year's Summer and Winter Fests. Summer Jazz Camp connects talented middle and high school students with the Bay Area's best music teachers for a life changing, two-week learning lab. The Next Gen Stage at Summer Fest provides students with opportunities to perform alongside internationally acclaimed artists.

## Program Description

Progressions is an El Sistema-inspired, K-12, research-based, youth development program that uses music to connect with low-income, at-risk students, challenges them with a rigorous music education program, helps them build a Prosocial community, and stays with them until they graduate from high school. The program is focused on helping to keep participants in school, out of gangs, and on the road to becoming better students and contributing citizens. The program begins by seeing K-4<sup>th</sup> graders 30 minutes per day, four days per week. Then in 5<sup>th</sup> grade, the program sees participants twice a week after school for an hour and 3 hours on Saturday, the equivalent of adding an entire school day to a young person's life. Progressions is taught by professional musicians/educators/mentors who teach students to read music, master instruments, and collaborate in ensembles, bands, and choirs which help them: develop as individuals, learn to set and achieve goals, and understand what it takes to succeed. The bar is set high and students are expected to achieve.

## Success Story 1

**Santee 4<sup>th</sup> grader:** Luis Delgado joined the band in September 2014. Based on his behavior and personality, it seemed Luis was going to be a trouble maker. In November, when asked whether or not the students practiced their instruments at home. Luis told me he did every day, in the bathroom. "Why in the bathroom?" Perhaps he had stumbled upon the reverb effect that bathrooms usually produce. That's when he revealed to me that he shares a home with seventeen other people, and that the bathroom is the only space he can secure to sit and practice. His aunt lives in La Jungla, and Luis feels fortunate to have a roof over his head.

After winter break, Luis came back more determined. He asked to audition for the Intermediate Band. He was allowed, on the condition that he would continue to practice regularly, attend both classes, and become a model citizen for his fellow classmates. Since then, Luis has made huge leaps and bounds as a musician and student. He's achieving musically what students two and three grades above him are doing. He engages with the older students around him, asking questions, seeking counsel, and taking social and behavioral cues from them. He has transformed himself in just six months. Who knows what else the future holds for him.

## Success Story 2

**Santee 4<sup>th</sup> grader:** Maribel is shy and reserved, although she occasionally has flashes of personality that leave the Progressions team and students chuckling. She has been promoted to the Intermediate Band, but unlike Luis, was hesitant about the change.

Maribel participated in the Progressions performance at the Cinequest screening of “Crescendo! The Power of Music”, at which Progressions students performed. After watching the film, Maribel was asked whether or not she enjoyed the film. She said, “Yes, it was inspiring!” She added how she really enjoyed Raven, a violinist in the film. “I feel like I need to go home and practice more now.”

“You’ve been bitten,” her teacher responded. “Now you’re going to want to practice all the time!” Though it’s only been a short time since that day, Maribel is already more determined and tenacious, two traits that will definitely serve her well on her journey.

## Success Story 3

**Santee 6<sup>th</sup> grader:** Ayoko is quiet, reserved, contemplative, and attentive. He’s the still student in the classroom who is always engaged. His hand is usually the first to go up to answer a question, and you can always see the gears turning in his head as he contemplates his responses. He is also an only child, his mother is a widower, and she works long hours. The mother has expressed her appreciation for Progressions and the performance opportunities it presents because it is one of the only positive connections she currently has with her adolescent son.

Ayoko is also a natural leader, assisting students below him, setting the bar high, and rallying students around him. He and a group of boys have formed a collective practice group that meets in the morning with their instruments to review their assigned musical pieces. It is the job of educators to convince students that learning the material is not only fun, but also important to their lives. Ayoko understands this and through his leadership brings a whole class of musicians who are already adopting that philosophy of hard work, determination, and perseverance.

## Success Story 4

**Santee 4<sup>th</sup> Grader:** Last year San Jose Jazz reported on a Santee student whose cousin was shot by gang members but survived. Attempts were made to keep her engaged in the program throughout the summer and at the beginning of the school year. She was not given permission to participate in either the summer program or the school-year program this fall. The Program Director made several phone calls home, approached the mother each time she was seen on the Santee campus, spoke with her classroom teacher to make sure he understood that she would be allowed to join Progressions in the middle of the year, and repeatedly told other students that there was a space for her in the Progressions program. The mother finally agreed to let her daughter participate beginning in the last few weeks of November. By the end of the grant report, she had an instrument in hand and was an eager, active participant.



### **Client Quotes:**

"Being a part of Progressions has made me feel more alive."

"I have discovered a new part of myself that I previously did not know existed."

"When I joined Progressions, I had no idea that I would make so many friends from different schools. It is really fun going to the Saturday Nucleos because I get to spend time with people who have different perspectives and experiences from me. "

"I am so happy at the experience that my child has had with Progressions. She is now taking piano lessons. When she started, her teacher was surprised to learn that she already understood the system for reading music and could identify a number of the notes on the page. Thank you so much for providing this experience for my daughter!" (Progressions parent)

"Being in Progressions is like a dream come true." (Santee boy participant)

"My uncle says I should keep practicing my trumpet because one day it will help me make money and give me more options." (Santee boy participant)

"Doing music seems to have made everything else in my life easier. It somehow propels you." (Meadows boy participant)

"Being in Progressions is fun and it gives me something to do on the weekends besides sit around and get in trouble." (Santee boy participant)

"Since joining Progressions, my son has made a lot more friends and is actually completing his homework. He is very happy in this program." (Meadows parent)

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### San Jose Jazz Progressions Program-Meadows/Success (Youth Survey)

- 76%** Because of this program, my success at school (job/training) is better:
- 83%** Because of this program, my understanding of who I am and what I can do is better:
- 83%** Because of this program, my ability to communicate is better:
- 79%** Because of this program, my ability to learn new things is better:
- 55%** Because of this program, my ability to connect with adults is better:
- 82%** Because of this program, my ability to work with others is better:
- 52%** Because of this program, my ability to stay safe is better:
- 59%** Because of this program, I can identify my anger and express it in a non-violent way is better:
- 76%** Because of this program, I feel prepared to succeed in the community where I live is better:
- 66%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 79%** Because of this program, I respect others who are different from me more:
- 79%** Because of this program, I feel good about myself more:
- 71%** Because of this program, I want to complete my schoolwork more:
- 97%** Because of this program, my ability to play a musical instrument has increased:
- 89%** Because of this program, my ability to enjoy and have confidence performing in public has increased:
- 89%** Because of this program, my interest in things about music has increased:
- 68%** Because of this program, my ability to express my emotions has increased:
- 48%** Because of this program, my ability to problem solve has increased:
- 71%** Because of this program, my confidence expressing my opinions and ideas has increased:



# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |                            |   |  |   |   |   |   |  |   |
|--|----------------------------|---|--|---|---|---|---|--|---|
| Performance<br>Accountability<br>Model         | Logic Model                | BEST<br>Evaluation<br>Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>San Jose Jazz Progressions Program |   |   |   |   | Met<br>Performance<br>Goals  |   |
| E<br>F<br>F<br>O<br>R<br>T                     | Inputs                     | What did BEST fund for services?  | Annual BEST Funding<br>\$47,000  | Annual Contract Budget Match<br>\$38,188  | Total Funds<br>\$85,188   | Percent Matching Funds<br>81%   |   |  |   |
|  |                            | What did BEST spend on services?  | BEST Funds Spent<br>\$46,753   | Annual Contract Budget Match Spent<br>\$41,186  | Total Funds Spent<br>\$87,939   | Percent of BEST Funds Spent<br>99%  | Percent of Total (BEST + Match) Funds Spent<br>103% | Yes  |   |
|  |                            | Staff   | Who were the staff providing services?   | Number of Paid FTE Staff<br>1.1   | Years Experience<br>5   | Years Schooling<br>17   | Male<br>67%   | Female<br>33%  | Yes   |
|  | Customers                  |   | Who are our youth ongoing customers?   | Total Unduplicated Customers<br>164   | Male<br>40%   | Female<br>60%   | Level of RPRA Developmental Assets<br>MEDIUM        | Level of Risk for Criminogenic Behavior<br>MEDIUM                                  | Yes, served xx% of youth that were high risk and gang involved. |
|  |                            | 6-10 yrs      11-14 yrs      15-20 yrs      21-25 yrs      Over 25  |  |   |   |   |   |  |   |
|  |                            | 69%      30%      1%      0%      0%  |  |   |   |   |   |  |   |
|  |                            | Asian Pacific Americans      African Americans      Latino Americans      Caucasian Americans      Other/Multi-racial |  |   |   |   |   |  |   |
|  |                            | 25%      0%      72%      3%      0%  |  |   |   |   |   |  |   |
|  |                            | Client At-Risk      Client High-Risk      Gang Impacted      Gang Intentional      Unassigned                         |  |   |   |   |   |  |   |
|  |                            | 0%      19%      81%      0%      0%  |  |   |   |   |   |  |   |
|  |                            | Strategies  |  | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation                               | Outpatient Substance Abuse                          | Vocational/Job Training Services   |   |
|  | 100%                       |   | 0%   |   | 0%  | 0%  | 0%  |  |   |
|  | Central                    |   | Foothill   |   | Southern  | Western   | City-Wide   |  |   |
|  | 0%                         |   | 0%   |   | 0%  | 100%  | 0%  |  |   |
|  | Activities                 |   | How much services did we provide?  |   | Total Planned Hours of Service for Year<br>8,022  | Total Actual Units of Service for Year<br>12,133  | Percent of Actual Services Year<br>151%             | Hours of Service per Customer<br>74  | Youth Not Arrested During Services by Staff Assessment<br>97%   |
|  |                            | Outputs   |  | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds<br>\$3.85   | Actual Cost per Hour Total Funds<br>\$7.25  | Cost per Customer BEST Funds<br>\$285               | Cost per Customer Total Funds<br>\$536   | Average # of New Caring Adults Connected to Youth<br>2.5        |
|  | E<br>F<br>F<br>E<br>C<br>T |   | Customer Satisfaction  |   | Were our youth and parent customers satisfied with our services?                          | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>88%                                |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>96% |   |
|  |                            | Service Productivity Initial Outcomes   |  | Were our services effective in producing change for the better for our customers?   |   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services ) |   | Youth Report of Changes<br>75%<br>71%<br>77%                                       | Parent Report on their Child<br>92%<br>90%<br>90%               |
|  |                            |   | Asset development changes  |   |   |   |   |  |   |
|  |                            |   | Social/Respect selected changes  |   |   |   |   |  |   |
|  |                            |   | Agency selected changes  |   |   |   |   |  |   |
|  |                            | Service Quality, Reliability and SPI  | Were our services equally effective for all our customers?   | Service Quality Score Asset Development First Half      Second Half<br>3.4      2.3                                       |   | Level of Service Quality<br>GOOD  | Reliability Level<br>GOOD                           | Service Productivity Index<br>719  | Yes, Quality Score >1 Yes, Good SPI Score                       |
| Survey Sample                                  |                            |   |  | How many customers did they survey?   | RPRA Survey<br>121  |   |   |  |   |



## Summary of Dashboard Score Card Outcomes for the Year

### San Jose Jazz Progressions Program (SJJPP)

#### Inputs

San Jose Jazz Progressions Program (SJJPP) spent 103% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, SJJPP served 164 unduplicated customers. Of the customers served, 40% were male and 60% were female with 99% of youth ranging in age between 6 to 14 years old.

#### Activities

SJJPP delivered 12,133 hours of direct service to youth, and their parents. The funded provider delivered 151% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated an efficient cost at \$7.25 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

SJJPP earned a good satisfaction score of 88% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 96%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

SJJPP exceeded the target goal of 70% for asset development, social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 2.3 indicating that services were equally effective and consistent for customers. SJJPP demonstrated good reliability of survey questions. The winter and spring survey sample size was excellent; a total of 450 surveys were analyzed. The Service Performance Index (SPI) was 719– exceeding the performance goal for SPI of greater than 600.

## San Jose Jazz Progressions Program Met All the Performance Goals

# The Art of Yoga Project

## Agency Description

The Art of Yoga (AYP) leads teen girls, aged 12-18, involved in the California juvenile justice system toward accountability to self, others and community by providing practical tools to effect behavioral change. AYP specializes in gender-responsive rehabilitation using a holistic, evidence-based approach to promote girls' self-awareness, self-respect and self-control. AYP's goal is to break the cycle of violence and victimization for at-risk, incarcerated and exploited teen girls. Girls come into the juvenile system with significant histories of trauma. The juvenile justice system experience can re-traumatize them. AYP currently provides direct services to over 700 girls annually in San Francisco, San Mateo and Santa Clara Counties by sending specially-trained yoga teachers and creative arts educators into juvenile detention centers and rehabilitation facilities to teach a proprietary, strength-based intervention program.

## Project Description

The cornerstone of AYP, the Yoga and Creative Arts Curriculum, incorporates health education, character development, yoga, meditation and creative arts. It is designed to teach teens how to manage their anger and impulses, become accountable for their actions, and develop a productive outlet for their emotions and dreams. Each session begins with a rigorous, strengthening yoga practice and continues with a creative art or writing activity. The trained facilitators also lead discussions on themes such as non-violence, tolerance, sexual ethics and integrity. The Yoga and Creative Arts Curriculum has four main program goals: accountability, self-awareness, self-respect and self-control. The practice of yoga grounds and centers the girls and allows them to connect with the best parts of themselves. In the creative arts project, the girls learn to write, paint, or draw about their feelings instead of acting out with high-risk behaviors. Together, the marriage of yoga and creative arts works to create a safe space where trust can be developed and authentic sharing becomes possible.


### Success Story #1:

Our "Women Artist" series in Juvenile Hall G-1 continues to be extremely well received by the participants. They have enjoyed learning about famous female artists and creating art based on the work of these women. The G1 Unit was recently moved to a different location in the Hall. We were excited to see that not only did the staff move the girls' art, but they also beautifully displayed it in the new space. These projects have not only been exciting for the girls, but the G1 staff has also enjoyed the projects, often participating and always commenting on how impressive the girls' concentration and work has been.

Leticia, a program participant, has benefited tremendously from our program. She has directly made this claim and it has been affirmed by G1 and Art of Yoga program staff. She has been an incredible participant in the yoga, art and writing. She is proud of the work she has done and says that she will carry this experience with her.

### Success Story #2:

Allowing the girls to focus on a pose of the month has allowed them more direction and focus when it comes to their yoga practice. They take in consideration the poses that allow them to feel comfortable and practice mindfulness as they are preparing for the pose. In June it was Crow Pose and in July it was Bird of Paradise. Not every girl was successful in getting into the full pose, but they did get into their personal fullest expression of it. It was also very rewarding to watch them encourage one another and cheer others on. On the last week of this month, one of the juvenile hall staff commented to our teacher that he is really happy we come because he can tell that it calms the girls down and makes the place feel more relaxed. He said there has been "drama" between the girls lately and our time with the girls is helpful. Additionally, the balancing poses in yoga practice that day were very powerful and inspiring. The girls have taken a lot of



leadership in leading some of the yoga “warm-up” exercises. The precise language they remember from our teachers and use to guide their peers really showcases an understanding of the postures. The G1 Unit was recently moved to a different location in the Hall. The girls take this with stride and utilize the space to meditate and practice yoga.

**Client Quotes:**

“I feel more relaxed after meditating.” – AYP participant

“This class has made me a better person.” – AYP participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed “for the better” because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### The Art of Yoga - AH (Youth Survey)

- 56%** Because of this program, my success at school (job/training) is better:
- 89%** Because of this program, my understanding of who I am and what I can do is better:
- 78%** Because of this program, my ability to communicate is better:
- 89%** Because of this program, my ability to learn new things is better:
- 100%** Because of this program, my ability to connect with adults is better:
- 78%** Because of this program, my ability to work with others is better:
- 100%** Because of this program, my ability to stay safe is better:
- 100%** Because of this program, I can identify my anger and express it in a non-violent way is better:
- 50%** Because of this program, I feel prepared to succeed in the community where I live is better:
- 44%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 88%** Because of this program, I respect others who are different from me more:
- 100%** Because of this program, I express myself through art better:
- 100%** Because of this program, I am coping with stress better:
- 89%** Because of this program, I stay hopeful and like myself more:

### The Art of Yoga – JHG1 (Youth Survey)

- 13%** Because of this program, my success at school (job/training) is better:
- 75%** Because of this program, my understanding of who I am and what I can do is better:
- 75%** Because of this program, my ability to communicate is better:
- 75%** Because of this program, my ability to learn new things is better:
- 63%** Because of this program, my ability to connect with adults is better:
- 38%** Because of this program, my ability to work with others is better:
- 25%** Because of this program, my ability to stay safe is better:
- 75%** Because of this program, I can identify my anger and express it in a non-violent way is better:
- 25%** Because of this program, I feel prepared to succeed in the community where I live is better:
- 25%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 63%** Because of this program, I respect others who are different from me more:
- 50%** Because of this program, I express myself through art better:
- 75%** Because of this program, I am coping with stress better:



**88%** Because of this program, I stay hopeful and like myself more:

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |                                     |  |   |   |   |  |  |   |   |   |     |
|--|-------------------------------------|--|---|---|---|--|--|---|---|---|-----|
| Performance Account-ability Model              | Logic Model                         | BEST Evaluation Questions                                  | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>The Art of Yoga Project |   |   |  |  | Met Performance Goals   |   |   |     |
| EFFORT   | Inputs                              | What did BEST fund for services?                           | Annual BEST Funding<br>\$47,500   | Annual Contract Budget Match<br>\$9,100   | Total Funds<br>\$56,600   | Percent Matching Funds<br>19%  |  |   |   |   |     |
|  |                                     | What did BEST spend on services?                           | BEST Funds Spent<br>\$47,500  | Annual Contract Budget Match Spent<br>\$11,548  | Total Funds Spent<br>\$59,048   | Percent of BEST Funds Spent<br>100%  | Percent of Total (BEST + Match) Funds Spent<br>104%  | Yes, Spent 127% of Matching Funds                                       |   |   |     |
|  | Staff                               | Who were the staff providing services?                     | Number of Paid FTE Staff<br>0.9   | Years Experience<br>12  | Years Schooling<br>17   | Male<br>0%   | Female<br>100%                                       | Yes   |   |   |     |
|  |                                     | Customers  | Who are our youth ongoing customers?  | Total Unduplicated Customers<br>110   | Male<br>0%  | Female<br>100%   | Level of RPRA Developmental Assets<br>LOW            | Level of Risk for Criminogenic Behavior<br>HIGH                         | Yes, 3% of customers were Native Americans. Served 25% of youth that were high risk and gang involved |   |     |
|  | 6-10 yrs<br>0%                      |  |   | 11-14 yrs<br>3%   | 15-20 yrs<br>97%  | 21-25 yrs<br>0%  | Over 25<br>0%  |   |   |   |     |
|  | Asian Pacific Americans<br>0%       |  |   | African Americans<br>5%   | Latino Americans<br>58%   | Caucasian Americans<br>7%  | Other/Multi-racial<br>24%                            |   |   |   |     |
|  | Client At-Risk<br>75%               |  |   | Client High-Risk<br>22%   | Gang Impacted<br>3%   | Gang Intentional<br>0%   | Unassigned<br>0%                                     |   |   |   |     |
|  | Strategies                          |  |   | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>100%     | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>0%      | Outpatient Substance Abuse<br>0%                     | Vocational/Job Training Services<br>0%                                  |   | Parent Awareness/ Training & Family Support<br>0%           | Yes |
|  |                                     |  |   |   | Central<br>0%   | Foothill<br>0%   | Southern<br>100%                                     | Western<br>0%   |   | City-Wide<br>0%   |     |
|  |                                     | Activities   | How much services did we provide?   |   | Total Planned Hours of Service for Year<br>2,109  | Total Actual Units of Service for Year<br>6,241                                    | Percent of Actual Services Year<br>296%              | Hours of Service per Customer<br>98                                     | Youth Not Arrested During Services by Staff Assessment<br>89%   | Yes, Good average dosage (hours) of care per youth customer |     |
|  |                                     |  |   |   | Outputs   | How much did the services cost to deliver?   | Actual Cost per Hour BEST Funds<br>\$7.05            | Actual Cost per Hour Total Funds<br>\$8.44                              | Cost per Customer BEST Funds<br>\$687   |   |     |
|  |                                     |  |   |   |   |  |  |   |   |   |     |
|  | EFFECT                              | Customer Satisfaction                                      | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>89%  |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>90% |  | Staff-rated Customers Level of Participation (%Highest and High)<br>85% | Yes, Satisfaction > 80%   |   |     |
| Service Productivity Initial Outcomes          |                                     |  |   | Were our services effective in producing change for the better for our customers?   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services ) |  | Youth Report of Changes                              | Parent Report on their Child  | Staff Report on Customers   | Yes, Service Productivity > 70%                             |     |
|  |                                     | Asset development changes                                  |   |   | 83%   | 88%  | Did Not Meet the Social/Respect Service Productivity |   |   |   |     |
|  |                                     | Social/Respect selected changes                            |   |   | 65%   | 88%  | 94%  |   |   |   |     |
|  |                                     | Agency selected changes                                    |   |   | 89%   | 88%  | 94%  |   |   |   |     |
| Service Quality, Reliability and SPI           |                                     | Were our services equally effective for all our customers? | Service Quality Score Asset Development First Half<br>3.8   |   | Level of Service Quality<br>HIGH  | Reliability Level<br>GOOD  | Service Productivity Index<br>781                    | Yes, Quality Score >1<br>Yes, Good SPI Score                            |   |   |     |
|  |                                     |  | Second Half<br>5.8  |   |   |  |  |   |   |   |     |
| Survey Sample                                  | How many customers did they survey? | RPRA Survey<br>46  | Youth Surveys<br>47   | Parent Surveys<br>24  | Staff Surveys<br>50   | Total Surveys Collected<br>167   | Good Sample Size                                     |   |   |   |     |
|  |                                     |  |   |   |   |  |  |   |   |   |     |





## Summary of Dashboard Score Card Outcomes for the Year

### The Art of Yoga

#### Inputs

The Art of Yoga spent 107% of allocated and matching funds for the year. One-hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, The Art of Yoga served 110 unduplicated customers. Of the customers served, 100% were female with 97% of youth ranging in age between 15 to 20 years old.

#### Activities

The Art of Yoga delivered 6,241 hours of direct service to youth, and their parents. The funded provider delivered 296% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost at \$8.44 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

The Art of Yoga earned a satisfaction score of 89% as reported by child and youth customers, falling short of the performance goal of 80%. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 90%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

The Art of Yoga met the target goal of 70% for asset development, and agency-selected service productivity – indicators of whether the BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. They did not meet the performance goal for social-respect service productivity. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was high with a score measuring of 5.8 indicating that services were equally effective and consistent for customers. The Art of Yoga demonstrated good reliability of survey questions. The winter and spring survey sample size was good; a total of 167 surveys were analyzed. The Service Performance Index (SPI) was 781 – exceeding performance goal for SPI of greater than 600.



**The Art of Yoga Project Met Five of the Six Performance Goals**

# The Tenacious Group

## Agency Description

Founded in 1996, The Tenacious Group focuses on providing services designed to empower and influence participants with life-changing principles, tools and coaching for achieving personal, educational, family and career success.

## Project Description

RESH 180 is a motivational training with a curriculum that offers tools to help build students' confidence by setting higher self-expectations and increase their proactivity in personal, educational and career pursuits. RESH stands for "Raising Expectations, Standards, and Honor." 180 refers to young people making a 180 degree turn in their lives. RESH 180 explores a young person's attitudes, mindset, and beliefs – using visual, auditory, and sensory stimuli that embrace the way young people learn today. By challenging their thought processes, RESH 180 initiates a self-directed inward examination that each young person uses to become aware of his or her direction in life, and progress toward related goals. RESH 180 teaches young people to examine themselves inwardly, to see whether or not they have moved or grown in a direction that will lead to a purposeful, meaningful life. With this newfound awareness, the students are then taught to examine the inputs, influences and effects that have brought them to the life situations they are in today. Next, they are taught a new way to interpret the factors that influence their lives. The analogy of a "lens" is used to demonstrate how to "make their eyes work." Finally, RESH 180 teaches young people to be accountable for their actions, and also gives them empowerment tools to practice what they have learned. Every part of the curriculum has been designed with real-life simulation learning to give students a visual grasp of concepts and tools they need to succeed in visualizing their future & setting and fulfilling goals – turning dreams into destiny!

## Success Story #1


Five RESH 180 students applied to serve as District 7 Youth Commissioner. After the interview process, one of the RESH 180 female students was selected. She has participated in RESH 180 since her freshman year. The great thing about this participant is that as a Freshman she ended up not finishing RESH 180 and was on the brink of taking the wrong turn in her educational trajectory and losing interest in school. As a sophomore, she enrolled again in RESH 180 with not much more effort than the previous year. But midway through the academic year, she began to see her life through purpose. She communicated that nobody in her family – both immediate and extended - attended college. She began to realize that education was an opportunity to better her future. She made a commitment to put more effort in her studies. As a junior, she has been working towards positioning herself to attend a four-year university.

## Client Quotes

"I did not know how the students would receive RESH 180...but as the weeks progressed, I noticed they looked forward to the weekly class. I found myself using RESH 180 language in my classroom." – Andrew Hill High School Teacher

"When I started high school I didn't care about anything. My mom always tells me I'm no good; I have no future and that I'm not going to succeed or graduate. So I started slowly giving up. But when I began to learn RESH 180 it began to stir something deep inside me that just maybe I am here for a purpose." – Yerba Buena High School Junior

"I'm a better person and a better student because of RESH 180." – Yerba Buena High School Senior



"I didn't think I could ever go to college...RESH 180 made me a believer." – Yerba Buena High School Freshman

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### The Tenacious Group - RESH 180 (Youth Survey)

- 83%** Because of this program, my success at school (job/training) is better:
- 95%** Because of this program, my understanding of who I am and what I can do is better:
- 85%** Because of this program, my ability to communicate is better:
- 90%** Because of this program, my ability to learn new things is better:
- 83%** Because of this program, my ability to connect with adults is better:
- 88%** Because of this program, my ability to work with others is better:
- 53%** Because of this program, my ability to stay safe is better:
- 67%** Because of this program, I can identify my anger and express it in a non-violent way is better:
- 73%** Because of this program, I feel prepared to succeed in the community where I live is better:
- 75%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:
- 78%** Because of this program, I respect others who are different from me more:
- 83%** Because of this program, I am able to utilize my talents and abilities more:
- 95%** Because of this program, I am "looking through a new lens" more:
- 98%** Because of this program, I understand the value of leading a purpose-driven life more:
- 92%** Because of this program, I can filter out the negative more:
- 74%** Because of this program, I can clearly state my goals in writing better:
- 85%** Because of this program, my ability to meet my educational and career goals has increased:
- 87%** Because of this program, my knowledge of school staff (teachers & counselors) and how to contact them for my educational needs has increased:



# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |  |   |   |   |   |   |  |   |   |   |
|--|--|---|---|---|---|---|--|---|---|---|
| Performance<br>Account-<br>ability<br>Model    | Logic Model  | BEST<br>Evaluation<br>Questions                           | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>The Tenacious Group |   |   |   |  | Met<br>Performance<br>Goals                                     |   |   |
| E<br>F<br>F<br>O<br>R<br>T                     | Inputs   | What did BEST fund for services?                          | Annual BEST Funding<br>\$44,000   | Annual Contract Budget Match<br>\$8,400   | Total Funds<br>\$52,400   | Percent Matching Funds<br>19%   |  |   |   |   |
|  |  | What did BEST spend on services?                          | BEST Funds Spent<br>\$43,997  | Annual Contract Budget Match Spent<br>\$8,667   | Total Funds Spent<br>\$52,664   | Percent of BEST Funds Spent<br>100%   | Percent of Total (BEST + Match) Funds Spent<br>101%                                | Yes   |   |   |
|  | Staff  | Who were the staff providing services?                    | Number of Paid FTE Staff<br>1.0   | Years Experience<br>19  | Years Schooling<br>15   | Male<br>100%  | Female<br>0%   | Yes   |   |   |
|  | Customers  | Who are our youth ongoing customers?                      | Total Unduplicated Customers<br>64  | Male<br>59%   | Female<br>41%   | Level of RPRA Developmental Assets<br>MEDIUM                                  | Level of Risk for Criminogenic Behavior<br>MEDIUM                                  | Yes, served 100% of youth that were high risk and gang involved |   |   |
|  |  |   | 6-10 yrs<br>0%  | 11-14 yrs<br>0%   | 15-20 yrs<br>100%   | 21-25 yrs<br>0%   | Over 25<br>0%  |   |   |   |
|  |  |   | Asian Pacific Americans<br>0%   | African Americans<br>8%   | Latino Americans<br>77%   | Caucasian Americans<br>5%   | Other/Multi-racial<br>3%   |   |   |   |
|  |  |   | Client At-Risk<br>0%  | Client High-Risk<br>0%  | Gang Impacted<br>100%   | Gang Intentional<br>0%  | Unassigned<br>0%   |   |   |   |
|  |  |   | Strategies  | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>100% | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>0% | Outpatient Substance Abuse<br>0%   |   | Vocational/Job Training Services<br>0%                                  | Parent Awareness/ Training & Family Support<br>0% |
|  |  |   |   |   | Central<br>0%   | Foothill<br>0%  | Southern<br>100%   |   | Western<br>0%   | City-Wide<br>0%                                   |
|  | Activities   | How much services did we provide?                         |   |   | Total Planned Hours of Service for Year<br>2,109  | Total Actual Units of Service for Year<br>6,241                               | Percent of Actual Services Year<br>296%  | Hours of Service per Customer<br>98                             | Youth Not Arrested During Services by Staff Assessment<br>89%           | Yes   |
|  |  |   |   |   | Outputs   | How much did the services cost to deliver?                                    | Actual Cost per Hour BEST Funds<br>\$7.05  | Actual Cost per Hour Total Funds<br>\$8.44                      | Cost per Customer BEST Funds<br>\$687                                   | Cost per Customer Total Funds<br>\$823            |
|  | E<br>F<br>F<br>E<br>C<br>T                                 | Customer Satisfaction                                     | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>89%  |   |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>90% |   | Staff-rated Customers Level of Participation (%Highest and High)<br>85% | Yes, Satisfaction > 80%                           |
|  |  | Service Productivity Initial Outcomes                     | Were our services effective in producing change for the better for our customers?                       | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services )                     |   | Youth Report of Changes<br>83%  | Parent Report on their Child<br>88%  | Staff Report on Customers<br>94%                                | Yes, Service Productivity > 70%   |   |
|  |  |   |   | Asset development changes   |   |   |  |   |   |   |
|  |  |   |   | Social/Respect selected changes   |   |   |  |   |   |   |
|  |  |   |   | Agency selected changes   |   |   |  |   |   |   |
| Service Quality, Reliability and SPI           | Were our services equally effective for all our customers? | Service Quality Score Asset Development First Half<br>3.8 |   | Level of Service Quality<br>HIGH  | Reliability Level<br>GOOD   | Service Productivity Index<br>781   | Yes, Quality Score >1<br>Yes, Good SPI Score                                       |   |   |   |
|  |  | Second Half<br>5.8  |   |   |   |   |  |   |   |   |
| Survey Sample                                  | How many customers did they survey?                        | RPRA Survey<br>46   | Youth Surveys<br>47   | Parent Surveys<br>24  | Staff Surveys<br>50   | Total Surveys Collected<br>167  | Good Sample Size   |   |   |   |





## Summary of Dashboard Score Card Outcomes for the Year

### The Tenacious Group

#### Inputs

The Tenacious Group spent 101% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, Tenacious Group served 64 unduplicated customers. Of the customers served, 59% were male and 41% were female with 100% of youth ranging in age between 15 to 20 years old.

#### Activities

The Tenacious Group delivered 6,241 hours of direct service to youth, and their parents. The funded providers delivered 296% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated an efficient cost at \$8.44 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

The Tenacious Group earned a high satisfaction score of 89% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 90%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

The Tenacious Group exceeded the target goal of 70% for asset development, social/respect and agency-specific service productivity – an indication that BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was very good with a score measuring of 5.8 indicating that services were equally effective and consistent for customers. Tenacious Group demonstrated good reliability of survey questions. The winter and spring survey sample size was good; a total of 167 surveys were analyzed. The Service Performance Index (SPI) was 781– exceeding the performance goal for SPI of greater than 600.

## The Tenacious Group Met All the Performance Goals

# Ujima Adult and Family Services, Inc.

## Agency Description

Ujima Adult and Family Services started as Ujima Youth Program of the South Bay Association of Black Social Workers in 1991. As per plan, it spun off and incorporated as Ujima Adult and Family Services, Inc. in 1994. The agency was created from inception to be of the African community and serve the community by developing and providing African centered services. This also includes raising the consciousness of adults, youth and their families by affirming life giving and life saving values that motivate people of African descent toward self-determination and liberation.

## Project Description

Ujima's BEST-funded program provides personal development and youth support groups for high-risk, pre-gang and gang-involved youth. Ujima seeks to assist youth in developing social and academic skills, as well as self-sufficiency capacities. The goal of the program is to increase cultural and self-knowledge, self-esteem and confidence. The youth support groups assist youth in increasing their developmental assets and directly addresses this with the infusion of cultural knowledge and the importance of knowing yourself and utilizing the strengths of ancestors to support health and increase competence. The weekly school-based program utilizes multi-media curriculum designed to challenge students to critically think about their identity, community, education and history. Ujima staff members provide case management services to high-risk youth at targeted school sites throughout the City of San José. These services can consist of monitoring grades, behavior and attendance. For youth participants identified as needing increased services, program staff offer a goal-oriented needs assessment, the development of a service plan, home visits, playing the role of advocate/representative during the student client's required hearings/meetings, and contact with other community based organizations.

## Success Story #1

A youth joined our program for the first time this year. When she was in class she portrayed an attitude like she did not care about anyone or anything. She made comments about peers during class and reacted in anger if someone said something back. I then looked on Infinite Campus and saw that this youth was failing every class, rarely attended her classes and had major behavioral issues when it came to her teachers. I proceeded to call the youth in for a one-on-one session. It was apparent that this youth was looking for someone to give her attention and listen to her. The youth opened up about her drug use, her family issues, and the negative things her and her friends were doing on and off campus. She said that she was all she had and that school was not for her. She shared her view on her teachers and how they didn't respect her, so she didn't respect them. This youth was hurting emotionally and mentally and this was causing her to act out and engage in negative activities putting her at risk of arrest. I explained to the youth that Ujima wanted to help her make more positive choices and to help her with the issues that she was facing in life. When told this, she smiled, and said that no one has had her back in a while. The youth and I made an agreement to start to meet and get her back on track. We set goals and I began to look in to other school opportunities for her. Unfortunately, since the youth was only a sophomore the only option for schooling was to start attending classes on a regular basis and try to raise her grades.

The youth agreed to begin this process of schooling. She also agreed to meet with me at least twice a month to discuss issues in her life and struggles that she or her family were facing. We kept in touch via social media and text. I wanted the youth to know that she was not alone and that we could be reached at any time. This client is currently meeting her target goals.



## Client Quotes

"If I hadn't joined Ujima I never would have been taught about my culture and my people." – Ujima student participant

"Everyone in Ujima really cares about me." – Ujima student participant

"Ujima makes me want to learn and teach others about my culture." – Ujima student participant

"Ujima has given me the push I need to be a better person." – Ujima student participant

"Ujima makes me care about the issues surrounding my people and my community." – Ujima student participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### UJIMA (Youth Survey)

**86%** Because of this program, my success at school (job/training) is better:

**96%** Because of this program, my understanding of who I am and what I can do is better:

**94%** Because of this program, my ability to communicate is better:

**91%** Because of this program, my ability to learn new things is better:

**86%** Because of this program, my ability to connect with adults is better:

**92%** Because of this program, my ability to work with others is better:

**87%** Because of this program, my ability to stay safe is better:

**76%** Because of this program, I can identify my anger and express it in a non-violent way is better:

**96%** Because of this program, I feel prepared to succeed in the community where I live is better:

**82%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:

**87%** Because of this program, I respect others who are different from me more:

**82%** Because of this program, my becoming a full and perfect member of my community has increased:

**97%** Because of this program, my knowledge of the history of the African Diaspora has increased:

**93%** Because of this program, my ability to set goals for myself has increased:

**79%** Because of this program, my ability to connect with my own family has increased:

**78%** Because of this program, my contrition and commitment to my community has increased:

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |                                     |  |   |   |   |  |   |   |  |
|--|-------------------------------------|--|---|---|---|--|---|---|--|
| Performance Accountability Model               |                                     | BEST Evaluation Questions                  | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Ujima Adult and Family Services, Inc. |   |   |  |   | Met Performance Goals   |  |
| EFFORT   | Inputs                              | What did BEST fund for services?           | Annual BEST Funding<br>\$95,000   | Annual Contract Budget Match<br>\$17,800  | Total Funds<br>\$112,800                | Percent Matching Funds<br>19%  |   |   |  |
|  |                                     | What did BEST spend on services?           | BEST Funds Spent<br>\$93,204  | Annual Contract Budget Match Spent<br>\$19,596  | Total Funds Spent<br>\$112,800          | Percent of BEST Funds Spent<br>98%   | Percent of Total (BEST + Match) Funds Spent<br>100%           | Yes   |  |
|  | Staff                               | Who were the staff providing services?     | Number of Paid FTE Staff<br>1.9   | Years Experience<br>11  | Years Schooling<br>17                   | Male<br>50%  | Female<br>50%   | Yes   |  |
|  | Customers                           | Who are our youth ongoing customers?       | Total Unduplicated Customers<br>95  | Male<br>37%   | Female<br>63%                           | Level of RPRA Developmental Assets<br>MEDIUM                                       | Level of Risk for Criminogenic Behavior<br>MEDIUM             | Yes, served 61% of youth that were high risk and gang involved          |  |
|  |                                     |  | 6-10 yrs<br>0%  | 11-14 yrs<br>0%   | 15-20 yrs<br>100%                       | 21-25 yrs<br>0%  | Over 25<br>0%   |   |  |
|  |                                     |  | Asian Pacific Americans<br>0%   | African Americans<br>94%  | Latino Americans<br>2%                  | Caucasian Americans<br>0%  | Other/Multi-racial<br>0%                                      |   |  |
|  |                                     |  | Client At-Risk<br>34%   | Client High-Risk<br>28%   | Gang Impacted<br>23%                    | Gang Intentional<br>10%  | Unassigned<br>5%  |   |  |
|  |                                     |  | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>100%                         | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>0%                         | Outpatient Substance Abuse<br>0%        | Vocational/Job Training Services<br>0%   | Parent Awareness/ Training & Family Support<br>0%             |   |  |
|  |                                     |  | Central<br>0%   | Foothill<br>29%   | Southern<br>71%                         | Western<br>0%  | City-Wide<br>0%   |   |  |
|  | Activities                          | How much services did we provide?          | Total Planned Hours of Service for Year<br>3,227  | Total Actual Units of Service for Year<br>5,543   | Percent of Actual Services Year<br>172% | Hours of Service per Customer<br>58  | Youth Not Arrested During Services by Staff Assessment<br>96% | Yes, good average dosage (hours) of care per youth customer             |  |
|  | Outputs                             | How much did the services cost to deliver? | Actual Cost per Hour BEST Funds<br>\$16.81  | Actual Cost per Hour Total Funds<br>\$20.35   | Cost per Customer BEST Funds<br>\$981   | Cost per Customer Total Funds<br>\$1,187   | Average # of New Caring Adults Connected to Youth<br>2.8      | Yes   |  |
|  | EFFECT                              | Customer Satisfaction                      | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>95%                                |   | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>93% |   | Staff-rated Customers Level of Participation (%Highest and High)<br>56% | Yes, Satisfaction > 80%                      |
|  |                                     | Service Productivity Initial Outcomes      | Were our services effective in producing change for the better for our customers?   | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services ) |   | Youth Report of Changes<br>89%   | Parent Report on their Child<br>82%                           | Staff Report on Customers<br>96%  | Yes, Service Productivity > 70%              |
|  |                                     |  |   | Asset development changes   |   |  |   |   |  |
|  |                                     |  |   | Social/Respect selected changes   |   |  |   |   |  |
|  |                                     | Service Quality, Reliability and SPI       | Were our services equally effective for all our customers?  | Service Quality Score Asset Development<br>First Half 2.2      Second Half 3.2                        |   | Level of Service Quality<br>HIGH   | Reliability Level<br>GOOD                                     | Service Productivity Index<br>733                                       | Yes, Quality Score >1<br>Yes, Good SPI Score |
|  |                                     |  |   | RPRA Survey 158      Youth Surveys 158  |   |  |   |   |  |
| Survey Sample                                  | How many customers did they survey? | RPRA Survey 158      Youth Surveys 158     |   | Parent Surveys 59   | Staff Surveys 157                       | Total Surveys Collected 532  | Good Sample Size  |   |  |



## Summary of Dashboard Score Card Outcomes for the Year

### Ujima Adult and Family Services

#### Inputs

Ujima Adult and Family Services spent 100% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, Ujima served 95 unduplicated customers. Of the customers served, 37% were male and 63% were female with 100% of youth ranging in age between 15 to 20 years old.

#### Activities

Ujima delivered 5,543 hours of direct service to youth, and their parents. The funded provider delivered 172% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost at \$20.35 an hour for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

Ujima earned a high satisfaction score of 95% as reported by child and youth customers. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 93%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Ujima met the target goal of 70% for asset development, social/respect and agency-specific service productivity – indicators of whether the BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring of 3.2 indicating that services were equally effective and consistent for customers. Ujima demonstrated good reliability of survey questions. The winter and spring survey sample size was great; a total of 532 surveys were analyzed. The Service Performance Index (SPI) was 733 – exceeding the performance goal for SPI of greater than 600.

### Ujima Met All the Performance Goals

# Unity Care Group Inc.

## Agency Description

One of the reasons why Unity Care stands apart from other providers is our employees' cultural proficiency, which gives our staff the unique ability to better serve ethnically and diverse communities of color. Unity Care has developed a Transcultural Engagement Model, which is a main training component for our employees. The model incorporates many cultural perspectives, appreciates differences, values the unique contributions of diverse groups, and promotes learning from many orientations. Employees and children and families are always encouraged to freely express their cultural identity while at the same time participating in and contributing to the population at large.

1-Child 1-Plan" is a framework that Unity Care utilizes to promote effective and efficient teamwork that facilitates one service delivery plan for youth and or a family referred to our care. 1 Child 1 Plan is the collective and ongoing movement of youth who have complex emotional and behavioral needs toward more permanent and positive connection or reconnection with their families, schools and communities. In order to achieve successful outcomes for our youth and families, we integrate efforts by streamlining services across various parties involved with the youth and/or families such as: residential staff, mental health staff, community staff, families, placing agencies, schools, community stakeholders, and the children and youth themselves.

## Project Description

Unity Care Group Inc. operated their successful Hip Hop 360 at Lee Mathson School. The program has the support of the administrators, the school counselor and the students. The Urban Art and the many activities engage the students. The Urban Art instructor combines Aztec Art history, with the evidence based practice of Seven Challenges curriculum which addresses life skill deficits, situational and psychological problems; both components bring awareness to the risk of gang involvement, while also using fine motor skills that increase brain activity.

### Success Story #1

Jessica engaged in the Summer Lyrics Lounge session because of her interest in music. She also encouraged her best friend to join, so that she would not be the only female with a group of boys. Jessica was very committed to the workshop, and attended each session. Jessica's friend wasn't as committed, which often left her the only girl in the class. Lyrics and Rap Beats can mostly be a male dominant expression of art, however Jessica began to hold her own. At first she would shy away from joining in the conversation, nonetheless when called on Jessica would always have good input. She was able to express what she was really feeling inside. She began to develop self-awareness through her self-expression in this art.

### Success Story #2

Judy began as a participant who would wear a hoodie to cover her face and engaged in disruptive behaviors. Although she started at the beginning of the academic year, she did not consistently attend the weekly groups. However, as she started her third session, she asked to take a leadership role in the groups and started to show progress as a leader and socially. An example of this would be her increased eye-contact with both peers and facilitators. Prior to Judy's involvement with Hip Hop 360, she showed concerning behaviors. Currently, she has been able to increase her grades, spend more time with her family, decrease her office referrals and assist in setting up for group activities. She even presented her final rap poem initiating a discussion regarding love and emotions.



### Success Story #3

Eric, a 7<sup>th</sup> grade male student at Renaissance Academy at Mathson Middle School, was the first student from the Academy to join HIP HOP 360. According to his teachers, Eric had fairly severe anger outbursts, would scream in class and on two occasions became physically aggressive with a peer. At the beginning of Cycle 1, staff was asked to accompany Eric to the group as he often drifted off around campus. Overtime, Eric was able to increase eye contact and speak in a confident manner. He learned to manage his anger outbursts and was allowed to join the group without adult supervision, often being the first person present. At the end of the cycle, he asked to be the student leader and for a solo at the school presentation. He joined the Drumming Class again for the 2<sup>nd</sup> Cycle. He engages easily as he has become more comfortable speaking to peers and staff. He has noticeably decreased his aggressive behaviors within the classroom setting and during group.

### Client Quotes

"Music is inspirational to me." – Unity Care participant

"Music is a memory to me; it is like a reflection. I can connect with my father on the same artist that we both enjoy." – Unity Care participant

"I like the rhythm of the beats and I can relate to lyrics!" – Unity Care participant

## Initial Outcomes

The following responses for each survey question represent the percentage of child/youth customers that indicated they changed "for the better" because of BEST-funded services they received. These survey results are utilized to form three service productivity scores reported in the Performance Logic Model.

### Unity Care Group – Hip Hop 360 (Youth Survey)

**29%** Because of this program, my success at school (job/training) is better:

**57%** Because of this program, my understanding of who I am and what I can do is better:

**57%** Because of this program, my ability to communicate is better:

**86%** Because of this program, my ability to learn new things is better:

**71%** Because of this program, my ability to connect with adults is better:

**29%** Because of this program, my ability to work with others is better:

**33%** Because of this program, my ability to stay safe is better:

**29%** Because of this program, I can identify my anger and express it in a non-violent way is better:

**71%** Because of this program, I feel prepared to succeed in the community where I live is better:

**43%** Because of this program, I participated in positive activities such as recreation, sports, arts, and community service more:

**86%** Because of this program, I respect others who are different from me more:

**100%** Because of this program, I express myself artistically more:

**43%** Because of this program, I connect positively with my family more:

**86%** Because of this program, I feel included in school activities more:

**86%** Because of this program, I understand the consequences of being involved in gang activities better:

**57%** Because of this program, my parents and I are getting along better:

**57%** Because of this program, I can recognize negative peer pressure better:

**43%** Because of this program, my skills in art has increased:

**43%** Because of this program, my desire to avoid the high risk behaviors that can affect my education has increased:



**14%** Because of this program, my ability to control my behavior has increased:  
**86%** Because of this program, my interest in participating in community activities has increased:

# Year-End Dashboard – Effort and Effect

| BEST Performance Logic Model Evaluation System |             |   |   |   |  |  |   |   |                                |
|--|-------------|---|---|---|--|--|---|---|--------------------------------|
| Performance<br>Accountability<br>Model         | Logic Model | BEST<br>Evaluation<br>Questions   | BEST Cycle XXIV (24)<br>Answers to BEST Evaluation Questions<br>for FY 2014-2015<br>Unity Care Group, Inc |   |  |  |   | Met<br>Performance<br>Goals   |                                |
| EFFORT   | Inputs      | What did BEST fund for services?  | Annual BEST Funding<br>\$21,288   | Annual Contract Budget Match<br>\$14,403  | Total Funds<br>\$35,691                | Percent Matching Funds<br>68%  |   |   |                                |
|  |             | What did BEST spend on services?  | BEST Funds Spent<br>\$19,917  | Annual Contract Budget Match Spent<br>\$9,077   | Total Funds Spent<br>\$28,994          | Percent of BEST Funds Spent<br>94%   | Percent of Total (BEST + Match) Funds Spent<br>81%            | No, only spent 63% of matching funds                                    |                                |
|  | Staff       | Who were the staff providing services?  | Number of Paid FTE Staff<br>0.3   | Years Experience<br>13  | Years Schooling<br>17                  | Male<br>33%  | Female<br>67%   | Yes   |                                |
|  | Customers   | Who are our youth ongoing customers?  | Total Unduplicated Customers<br>59  | Male<br>68%   | Female<br>32%                          | Level of RPRA Developmental Assets<br>MEDIUM                                       | Level of Risk for Criminogenic Behavior<br>MEDIUM             | Yes, served 100% of youth that were high risk and gang involved         |                                |
|  |             |   | 6-10 yrs<br>0%  | 11-14 yrs<br>92%  | 15-20 yrs<br>7%                        | 21-25 yrs<br>0%  | Over 25<br>2%   |   |                                |
|  |             |   | Asian Pacific Americans<br>0%   | African Americans<br>17%  | Latino Americans<br>68%                | Caucasian Americans<br>2%  | Other/Multi-racial<br>2%                                      |   |                                |
|  |             |   | Client At-Risk<br>0%  | Client High-Risk<br>0%  | Gang Impacted<br>100%                  | Gang Intentional<br>0%   | Unassigned<br>0%  |   |                                |
|  |             |   | Personal Transformation Intervention, Cognitive Behavior Change and Life Skills Education<br>100%         | Street Outreach Worker Services: Gang Outreach, Intervention, Mediation<br>0%                         | Outpatient Substance Abuse<br>0%       | Vocational/Job Training Services<br>0%   | Parent Awareness/ Training & Family Support<br>0%             |   |                                |
|  |             |   | Central<br>0%   | Foothill<br>100%  | Southern<br>0%                         | Western<br>0%  | City-Wide<br>0%   |   |                                |
|  | Strategies  | What service strategies did BEST Fund (BEST and Matching Funds) and in what police divisions were strategies implemented? |   |   |  |  |   | Yes   |                                |
|  | Activities  | How much services did we provide?   | Total Planned Hours of Service for Year<br>1,192  | Total Actual Units of Service for Year<br>893   | Percent of Actual Services Year<br>75% | Hours of Service per Customer<br>15  | Youth Not Arrested During Services by Staff Assessment<br>93% | No  |                                |
|  | Outputs     | How much did the services cost to deliver?  | Actual Cost per Hour BEST Funds<br>\$22.30  | Actual Cost per Hour Total Funds<br>\$32.47   | Cost per Customer BEST Funds<br>\$338  | Cost per Customer Total Funds<br>\$491   | Average # of New Caring Adults Connected to Youth<br>3.2      | Yes   |                                |
|  | EFFECT      | Customer Satisfaction   | Were our youth and parent customers satisfied with our services?  | Average Youth Satisfaction of Care Received (0-100% on 4 items)<br>82%                                |  | Average Satisfaction of Parents of Youth Customers Care (0-100% on 4 items)<br>89% |   | Staff-rated Customers Level of Participation (%Highest and High)<br>67% | Yes, Satisfaction > 80%        |
|  |             | Service Productivity Initial Outcomes   | Were our services effective in producing change for the better for our customers?                         | Service Productivity (% of targeted changes achieved minus % missed because of BEST funded services ) |  | Youth Report of Changes  | Parent Report on their Child                                  | Staff Report on Customers   | No, Service Productivity < 70% |
|  |             |   |   | Asset development changes   |  | 51%  | 81%   |   |                                |
|  |             |   |   | Social/Respect selected changes   |  | 57%  | 72%   | 69%   |                                |
|  |             |   |   | Agency selected changes   |  | 58%  | 72%   | 69%   |                                |
| Service Quality, Reliability and SPI           |             | Were our services equally effective for all our customers?  | Service Quality Score Asset Development First Half<br>0.9   |   | Level of Service Quality<br>GOOD       | Reliability Level<br>LOW   | Service Productivity Index<br>534                             | Yes, Quality Score >1<br>No, SPI Score less than 600                    |                                |
|  |             |   | RPRA Survey<br>35   | Youth Surveys<br>15   | Parent Surveys<br>13                   | Staff Surveys<br>36  | Total Surveys Collected<br>99                                 | Need to Increase Sample Size  |                                |



## Summary of Dashboard Score Card Outcomes for the Year

### Unity Care Group

#### Inputs

Unity Care Group spent 81% of allocated and matching funds for the year. One hundred percent (100%) of funds targeted Personal Transformation, Intervention, Cognitive Behavior Change and Life Skills Education services.

#### Customers

During Cycle 24, Unity Care served 59 unduplicated customers. Of the customers served, 68% were male and 32% were female with 92% of youth ranging in age between 11 to 14 years old.

#### Activities

Unity Care delivered 893 hours of direct service to youth, and their parents. The funded provider delivered 75% of the planned services for the year.

#### Outputs – A Measure of Efficiency

The cost per hour of services delivered for the year demonstrated a cost of \$32.47 for total funds. Efficiency cannot stand-alone without determining effectiveness. Effectiveness is determined by customer satisfaction and service productivity of services and care provided.

#### Customer Satisfaction – A Measure of Effectiveness

Unity Care earned a satisfaction score of 82% as reported by child and youth customers, meeting the target performance goal of 80%. This score indicates that children and youth customers rated the programs between excellent and good; felt that they had benefitted from the program; thought the people who ran the programs were helpful and would recommend the program to a friend. More often than not, satisfied customers experience and receive intended changes and benefit from programs' services. Parent customers indicated a satisfaction score of 89%.

#### Service Productivity/Initial Outcomes – A Measurement of Change for the Better

Unity Care did not meet the target goal of 70% for asset development, social/respect and agency-specific service productivity – indicators of whether the BEST-funded program services are effectively changing “for the better,” new knowledge, skills, behaviors and attitudes of program participants. Connecting funding strategies, activities, and efforts to the measured effects is an evidence-based principle for evaluating effectiveness of funded services and care. BEST uses an evaluation system that successfully accomplishes this by asking children, youth, and parent customers to indicate if they improved on targeted changes.

#### Service Quality, Reliability, Service Performance Index

The service quality score was good with a score measuring of 2.4 indicating that services were equally effective and consistent for customers. Unity Care demonstrated a low reliability of survey questions. The winter and spring survey sample size was adequate; a total of 99 surveys were analyzed. The Service Performance Index (SPI) was 534 –below the performance goal for SPI of greater than 600.

### Unity Care Group Met Two of the Six Performance Goals



# Appendix A - Definition of Terms Used in Evaluation



# Explanation of Evaluation Terms

## Introduction

The CCPA Evaluation combines the Results and Performance Based Accountability approach (Friedman, 2007) and the Theory of Change/Logic Model (Connell, Kubisch, Schorr, & Weiss, 1995; Julian, Jones & Deyo, 1995). These complementary approaches to program evaluation yield information which allows policy makers, funders, community leaders, and service providers to make informed decisions about service delivery, budget allocations, and continuous service improvement in a timely manner.

The scope of the evaluation covers three areas: effort, effect, and results. Measures of effort indicate what the inputs are that produce the effects. Measures of effect indicate what happens due to the inputs. Measures of results reveal what changes over time occur for customers and other persons living in the same community. The logic model specifies in greater detail what is measured in each of the three areas. By collecting sufficient data in all three areas, an understanding of what it takes in resources (effort) to produce targeted changes in the customers (effect) is available to diverse groups of stakeholders, for example, agency management, staff, and funding source staff. Results for customers or intermediate outcomes, and results for the entire community, such as population indicator trends, reveal whether desired impacts occur within reasonable time periods following the delivery of services. When greater efforts that have been proven to produce positive effects occur, then outcomes for customers and the general well being of the community ought to improve.

CCPA has successfully assisted with the implementation and evaluation of over \$494 million allocated for services to build healthy and resilient communities, families, and youth over the past 17 years. TThe CCPA evaluation approach has been used in all these evaluations. CCPA has analyzed 730,258 child, youth, parent, and staff surveys during the past 13 years to measure customer satisfaction and initial outcomes caused by the services and care provided by funded agencies. All surveys are analyzed and checked for reliability and validity of the data.

Notably, CCPA published a paper summarizing our evaluation approach using the Performance Logic Model in an international journal, Evaluation and Program Planning, a pre-eminent authority on program evaluation techniques (Green, Ellis & Lee, 2005). Three international evaluation experts performed a blind review of the CCPA's Evaluation System - Performance Logic Model before publication of the article. The Performance Logic Model measures effort, effect, and results of care evaluated.

## Effort

Effort refers to the various resources necessary to produce desired changes in program customers. Funds awarded and spent indicate whether resources were sizable and utilized. Selected characteristics of staff members demonstrate the quantity and quality of staff efforts. Customer characteristics, particularly the level of youth developmental assets, highlight whether the customers receiving services were the ones most in need of services. Service strategy priorities and tallies of services summarize what happens to produce desired changes in customers. Cost per service unit/hour denotes how efficiently services are delivered and the dosage of care.

## Effect

Two ways of measuring what happens as a result of the effort used to providing services are: Satisfaction with services and the productivity of services, or how much change occurred for the better in customers due to the services. Services must be acceptable to customers to maintain their involvement in service activities. Staff assesses each customer on level of participation in services as a check on customer engagement. Two areas of service productivity are assessed: changes produced in the level of youth developmental assets and changes produced in accomplishing service outcome goals articulated by the funded agency. These two measures focus specifically on customer changes due to services. Also, two summary assessments of effect are included: service quality and the overall performance of each funded agency. The service quality indicator pinpoints whether levels of service productivity were about the same for all customers or varied across customers by comparing the variation in service productivity to the level of productivity.

The overall Service Performance Index combines multiple indicators of organizational performance to demonstrate an agency's ability to serve their targeted customers. The selection of indicators is based on the three categories of organizational performance considered by Malcolm Baldrige Quality Award examiners: approach, deployment, and results; scoring of the indicators mimics the scoring system for this award, as well.

## Results

Information about how customers are doing on measures of interest to stakeholders, such as school success, personal health, involvement with the criminal justice system, etc., is obtained to highlight whether broader impacts are occurring beyond those caused by the services. Sources of information may include school records, criminal records, and health assessments, but this information relates only to the customers, unless comparisons are made with similar groups of people. These outcome results are not directly caused by the provision of services, but they should be headed in the same direction as the effects of services on customers. Additional information is assembled, usually later in time, about population indicators that reflect what is happening to entire communities, or just members of the community who might have been served. Service agencies being evaluated are encouraged to collect and analyze intermediate outcomes.





# Definitions of Key Terms Used in Evaluation Design

Key terms used in CCPA's evaluation approach are defined below:

**1. Logic models** - summarize how the design of a program along with the actions taken when providing services and care relate to the outcomes of services. By specifying what the structural elements of the program are, what service processes occur, and how these all cause changes in customers, a sound basis exists for communicating about the accomplishments and shortcomings of service delivery. CCPA's performance logic model states that increasing effort produces more change in customers and higher rates of service satisfaction. When these effects are more positive, outcomes for customers will improve and the entire community will be better off.

**2. Youth developmental assets** - describe the qualities of youth who are likely to become successful and productive adults. CCPA employs a copyrighted 37-item list of assets similar to the developmental assets developed by the Search Institute, Minneapolis, MN. They are grouped as follows: Risk Avoidance—e.g., drugs, drinking, smoking, gangs, unsafe neighborhood or school; Protective—e.g., showing respect for other people, feeling good about the choices one makes, knowing what to do to achieve goals or handle work/ school assignments, and maintaining one's cool; Resiliency—e.g., feeling valued at school, being respected at home, and being connected to a caring adult in the community. Also, social attachment and involvement is assessed to identify isolated and potentially violent youth customers; two aspects are emphasized-- emotional state and peer relations. CCPA alerts staff of any funded agency when low scores occur and assists the staff of the agency to practice continuous quality improvement.

**3. Satisfaction with services** - indicates whether the customers like the services and are getting what they expected to receive. Both youth customers and parents/guardians are asked four questions about how good the services were, how helpful, and whether they should be recommended to others. Scores range from 0 to 100%. Scores above 70% indicate desirable satisfaction and scores above 80% indicate high satisfaction rates.

**4. Service productivity** - refers to changes that occur in customers because of receiving services. When more change for the better occurs, services are considered more productive. A service is effective if the customer is better off due to his/her participation in the program. Unlike when goods are produced, inventoried, and valued based on the effort expended to create them, services have no value unless they cause targeted changes in customers. A service productivity score is calculated as the percent of targeted changes for the better minus those for the worse, then divided by the total number of responses, less any missing or do not know responses. Service Productivity scores range from -100% to +100%. Grantees receive a score of 0% if their customer did not change due to their services. Scores over 60% describe successful service programs. Scores above 95% suggest that the agency ought to set higher goals, as reflected in the questions posed on the surveys.

**5. Service quality** - reflects the consistency of the services provided across customers. The average service productivity is divided by the variability in service productivity for a group of customers. Higher service quality scores mean that the services consistently deliver targeted changes or benefits to most or all of the children and youth customers. A service quality score of 1.0 or above is desirable and a score of over 3.0 is high.

**6. Reliability** - indicates the degree to which survey answers are free from errors of measurement. The reliability of the service productivity scales designed by each funded agency is determined by calculating the internal consistency of the items. Cronbach's alpha is calculated for item responses scored as 1, 0, or -1. Reliability ranges from 0 or no consistency to 1, a completely consistent response pattern. Desired levels of reliability



are determined by the purpose behind using the scores. If decisions need to be made about placing a particular youth in one program versus another, the level of reliability should exceed .90. If decisions will be made about groups of youth, such as whether males or females benefitted more from the program, the level of reliability should exceed .75. If multivariate analyses of these data are performed to clarify patterns of service effectiveness, the level of reliability should exceed 0.60. Levels above 0.60 are considered sufficient for this type of evaluation.

**7. Service Performance Index** - compiles data using multiple indicators categorized as reflecting how well the funded agency approaches service delivery, how well resources are deployed to achieve results, and how good the results are; scores range from 0 to 1000, with scores above 600 reflecting good performance. This index yields a comprehensive impression of a funded agency's performance in delivering services.

**8. Malcolm Baldrige Quality Award** - is a national competition sponsored by the National Institute on Standards and Technology to determine which applicants are serving their customers with the highest quality service and care. Specially designed criteria are employed by trained examiners to score applications. Three sets of criteria are utilized, one for education organizations, one for health care organizations, and one for all other organizations. Only high scoring applicants receive awards. Many states and other countries worldwide, stage similar competitions within their geographic area.

**9. Intermediate Results** - reflect what happened following the care and service agencies provide to their customers. Participating service providers are encouraged to collect intermediate results about their customers to further demonstrate what their services may be accomplishing. Many different measures of the status of individuals receiving services may be employed from simple counts of days attending school during the school year to sophisticated psychological measures of symptomatology and functioning. Although these results are caused by many different factors, including changes in personal development, family relationships, traumatic life events, and many other factors, it may be assumed that across sizable numbers of people finding positive outcomes was due in part to high service productivity.

**10. Population indicators** - measure results relative to a population using rates or ratios about all members of the population. Indicators are selected to measure targeted impacts on larger groups, such as school success for school-aged youth. These results supply the "big picture" view of whether a community is better or worse off over time. Indicators should be chosen that relate to program priorities, provided there are data being collected in an ongoing manner of sufficiently high quality.

**11. Validity** - refers to whether outcome measures being applied are reporting on the phenomena being targeted. When numerous measures are applied, the results tend to be redundant or overlapping, even though conceptually the measures were intended to address different phenomena. The CCPA evaluation results include how distinctive the measures are, along with how errorful or reliable they are. These results have demonstrated the distinctiveness of measures of satisfaction from those of service productivity and youth developmental assets, as well as the distinctiveness of how customers' views differ from those of their family members and staff providing services.

# Gang Impact on BEST Customer

## Type of Youth Customer

The following categories are designed to help describe services delivered to customers. They are not intended as “labels” or exclusionary definitions. Groups do not label individual youth but estimate the level of gang impact and involvement for their youth customers as a percentage of the youth served.

### Target Population Definitions

The Mayor’s Gang Prevention Task Force (MGPTF) target population is:

- Youth ages 6 to 24 exhibiting high-risk behaviors
- Youth committing intentional acts of violence
- Youth exhibiting high-risk behaviors related to gang lifestyles
- Youth identified as gang members and/or arrested for gang-related incidents or acts of gang violence, in addition to families (including parents and children) and friends of youth involved with the gang lifestyle or incarcerated for gang-related crimes

### Target Population Profiles

**At-Risk: This category may be distinguished from other at-risk youth in that they are residing in a high-risk community (Hot Spot areas, low socioeconomic) and have some of the following gang risk characteristics.**

1. Has a high potential to exhibit high-risk gang behaviors.
2. Has not had any personal contact with juvenile justice system.
3. Exhibits early signs of school-related academic, attendance and/or behavior problems.
4. Has periodic family crises and/or is a child welfare case.
5. Is low-income and/or lives in overcrowded living conditions.
6. Knows some neighborhood gang members but does not associate with them.
7. Is beginning to experiment with drug/alcohol use.

**High-Risk: This category may be distinguished from the “at-risk” population based on the additional characteristics and level of intensity of the following:**

1. Admires aspects of gang lifestyle characteristics.
2. Views gang member as “living an adventure.”
3. Lives in gang “turf” area where the gang presence is visible.
4. Has experienced or participated in gang intimidation type of behaviors or has witnessed violent gang acts.
5. Feels unsafe being alone in neighborhood.
6. Has family members who have lived or are living a juvenile delinquent, criminal and/or gang lifestyle.
7. Has had several contacts with the juvenile justice system and law enforcement.
8. Does not see the future as providing for him/her; has a perspective of “you have to take what you can get.”
9. Casually and occasionally associates with youth exhibiting gang characteristics.
10. Has a high rate of school absences, and experiences school failure and disciplinary problems.
11. Uses free time after school to “hang out” and does not participate in sports, hobbies or work.
12. Is suspicious and hostile toward others who are not in his/her close circle of friends.
13. Does not value other people’s property.

14. Believes and follows his/her own code of conduct, not the rules of society.
15. Only follows advice of friends; does not trust anyone other than friends.
16. Uses alcohol and illegal drugs.
17. Has had numerous fights and sees violence as a primary way to settle disagreements and maintain respect.
18. May have been placed in an alternative home or living arrangement for a period
19. Does not have personal goals/desires that take precedence over gang impacted youth groups.

**Impacted: Youth exhibiting high-risk behaviors related to gang lifestyles.**

1. Has had several contacts with the juvenile justice system and law enforcement. Has spent time in juvenile hall. Has had a probation officer and/or may have participated in delinquency diversion program.
2. Has had numerous fights, and views violence as primary way to intimidate, settle disagreements and maintain respect.
3. May claim a turf or group identity with gang characteristics, but still values independence from gang membership.
4. Personally knows and hangs out with identified gang members.
5. Considers many gang-related activities socially acceptable.
6. Feels he/she has a lot in common with gang characteristics
7. Views gang involvement as an alternative source for power, money and prestige.
8. Wears gang style clothing and/or gang colors/symbols.
9. Promotes the use of gang cultural expressions and terminology.
10. Identifies with a gang-related affiliation and/or turf, but has not officially joined a gang. Is ready to join a gang.
11. Does not seek employment, and regards “underground economy” as a viable option.
12. Probably has gang-related tattoos.
13. Has drawing of gang insignia or symbols on notebook/book covers, other personal items.

**Intentional: This category is distinguished from all other categories in that youth must be identified and/or arrested for gang related incidents or acts of gang violence through the justice system (Police, DA, Probation, etc.)**

1. May have been identified or certified as a gang member by law enforcement agencies.
2. Associates almost exclusively with gang members to the exclusion of family and former friends.
3. Views intimidation and physical violence as the way to increase personal power, prestige and rank in gang. He/she is active in “gang banging.”
4. Regularly uses/abuses alcohol and other drugs.
5. Self identifies as a gang member.
6. Has spent time in juvenile hall, juvenile camp or California Youth Authority.
7. Regularly deals with gang rival and allied gang business.
8. Has gang-related tattoos.
9. Identifies specific individuals or groups as enemies.
10. Is engaged in the gang lifestyle.
11. Rejects anyone or any value system, other than that of the gang.
12. Believes that the gang, its members, and/or his/her family live for or will die for the gang.
13. Has fully submerged his/her personal goals and identity in the collective identity and goals of the gang.
14. Has adopted and/or earned gang status within the gang system.

# Risk Avoidance, Protective, Resiliency Assessment RPRA

The RPRA questionnaire assesses the extent of a youth’s developmental assets<sup>1</sup> with a summary score and three subscale scores. This questionnaire also includes a measure of social attachment. The purpose of the RPRA is to indicate whether grantees are helping low asset youth in San José to develop more assets for leading a better adult life. The purpose of assessing social attachment is to identify potentially violent youth before they harm others in their school or after-school programs. These students are identified and this is shared with grantees.

The summary score includes all of the questions for the three subscales. This total score is reported to indicate the level of a youth’s developmental assets near the beginning of the program. It is expected that their developmental assets will increase as a result of participating in the program. However, such changes in assets are better determined by examining the service productivity of each grantee’s services.

## Risk Avoidance Assets

The eight Risk Avoidance questions cover whether the youth was exposed to or involved in risky activities, such as drugs, drinking, smoking, gangs, unsafe neighborhood or school, and whether the youth considers the consequences of his/her actions before acting, to avoid the potential pitfalls and risks.

## Protective Assets

The 11 Protective Asset questions reflect positive behaviors the youth has made into habits. Examples of such behaviors are showing respect for other people, feeling good about the choices one makes, knowing what to do to achieve goals or handle work/school assignments, and maintaining one’s cool in difficult situations.

## Resiliency Assets

The 13 Resiliency Asset questions cover the youth’s involvement in home, school, and community. Positive answers to these questions demonstrate more involvement of a positive nature. Some examples are feeling valued at school, being respected at home, and being connected to a caring adult in the community who is not a family member.

<sup>1</sup> Search Institute. Minneapolis, MN. The 40 developmental assets for adolescents. (n.d.) posted at <http://www.communitycollaboration.net/id42.htm>.

## Social Attachment Assets

Social attachment refers to the nature and strength of relationships that people have with each other. It includes the more intimate relationships with family and friends, as well as people’s associations with individuals and organizations in the wider community. More generally, it refers to the way in which people bond, interact with, and feel about other people, organizations and institutions, such as clubs, business organizations, political parties, and various government organizations. At social attachment’s opposite extreme lie notions of social detachment, social isolation and social exclusion.<sup>2</sup> The RPRA includes six questions about social attachment/detachment. They cover emotional state and peer relations. A lower score indicates less attachment, as indicated by a depressed state, no friendships, and being victimized by other youth.

<sup>2</sup> Berger-Shmitt, R. and Noll, H. 2000, *Conceptual Frameworks and Structure of a European System of Social Indicators*, EU Reporting Working Paper No. 9, Centre for Social Research and Methodology, Mannheim

# High Assets Indicates Less Risk

The BEST Program is evaluated using a theoretical outcome evaluation design. The evaluation is based on the accepted theory that a youth with a more full ‘cup of assets’ is less likely to penetrate the juvenile justice system than a youth with a less full ‘cup of assets.’ Research indicates that youth with a low amount of community, school, family, and personal assets have a much greater probability of dropping out of school, using drugs, having early sexual experiences, engaging in violent acts, and getting arrested.

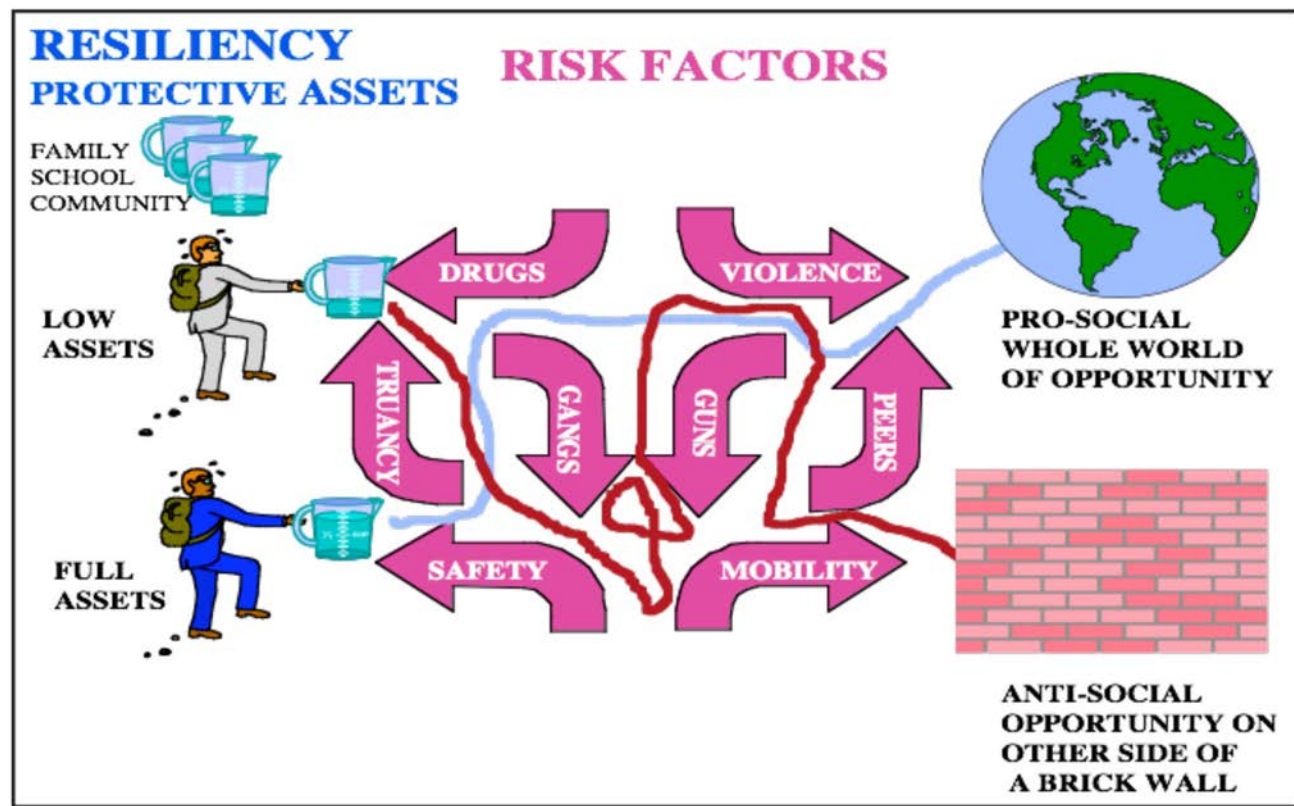
## Building Resilient Youth

The theoretical base of this Evaluation is designed to measure the growth of a grantee youth’s personal resiliency assets in family, school, and community. Research shows that a youth that has a full cup of assets has a much better chance of surviving the risk factors found in the community and succeeding in life. In contrast, research also indicates that a youth who does not have as many assets has a much harder time navigating the risk factors in the community and has a greater chance at developing anti-social behavior (Peter Benson, 1995).

## Low Assets - A Predictor of Anti-Social Behavior

Research indicates that a youth with more assets has a better chance of navigating the risk factors found in his or her community. A community develops a strategy of reducing risk factors by teaching their youth to navigate through and avoid risk factors that are a reality in their community. Providing youth with the tools of awareness and avoidance of drugs, guns, gangs, violence, etc. can assist them to make choices for pro-social behavior. A youth learns to walk through the “risk factor mine field” without stepping on the “mines.” The following graphic illustrates how youth resiliency and protective assets assist the youth to deal with the risk factors found in the community.

Graphic Importance of High Assets





# Youth and Parent Customers Satisfaction

The BEST Evaluation System determines whether youth and parent customers are satisfied with BEST services. Customer satisfaction is the first variable in measuring the effect of BEST-funded services. This important indicator is measured by asking youth five or older and their parents the same four standard customer satisfaction questions. For children under five years old, parents or guardians were surveyed.

### Youth were asked to rate the following:

- I think the program and activity I participated in was: (Rated: Poor to Great)
- I feel I benefited from this program: (Not at all, Some, A lot)
- I thought the people who run the program were: (Very Helpful, Somewhat Helpful, Not Helpful)
- Would you tell a friend or schoolmate to come to this Program if they needed it? (Yes, Maybe, No)

### Parents were asked to rate the following:

- I think the program and activity my child participated in was: (Rated: Poor to Great)
- How much did your child benefit from this program and its activities? (Not at all, Some, A lot)
- How much did the people who ran the program care about your child? (Not at all, Some, A lot)
- Would you recommend this program to another family if they needed it? (Yes, Maybe, No)

Evaluators developed a customer satisfaction summary score for each of the BEST grantees. The summary score ranges from 100% (everyone was satisfied) to 0% (no one was satisfied) and collapses the scores for each of the four questions listed above.

**Why is this important?** The Youth and parent satisfaction rate reflects whether customers were content with services based on four measures. Stakeholders and providers alike need to understand whether or not customers were satisfied so they can begin determining if services were effective. Generally, satisfied customers are more likely to experience and undergo the desired change.

# BEST is Producing New Positive Behaviors and Skills

BEST grantees evaluate effectiveness by measuring whether or not customers are better off because of the BEST-funded services. BEST-funded grantees survey child and youth customers, their parents, and staff of BEST-funded services to assess if the child and youth customers' behavior and skills have improved as a result of receiving BEST-funded services. All BEST-funded agencies report on changes that occur because of funded services that target developmental assets in customers, including:

- Success in school
- Understanding of themselves and what they do well
- Communication skills
- Ability to learn new things
- Ability to connect with adults
- Ability to work with others
- Ability to stay safe

These new behaviors and skills are grouped into a single score called Asset Development Service Productivity. Each year, the Service Productivity goal is a score of 60% or higher with this year setting a stretch goal of 70%. BEST uses the concept of service productivity to measure the effectiveness of BEST services. In general, service productivity is a measure that describes the change that happens to a customer due to BEST-funded services. A service is effective if the customer is better off due to his/her participation in the program. The Service Productivity score is the percent of targeted changes accomplished minus the percent of targeted changes missed. The score ranges from -100% to +100%. Grantees receive a score of 0% if a desired change stayed the same in their customer due to their services. The targeted changes in asset development service productivity are based on national research related to best practices in child and youth development.

# Grantee/Agency -Specified Service Productivity

In addition to developmental asset productivity, BEST grantees are required to measure productivity related to grantee - specific skills and behaviors. To do this, each of the BEST Grantees developed agency-specific questions that were tailored to their unique program design to measure targeted changes in specific new skills and behaviors as a result of the BEST-funded services. As a result, different questionnaires were constructed to measure the service productivity of the unique services provided by grantees. Questionnaires were translated into multiple languages as requested by grantees. The types of new behaviors and skills captured in the agency-specified service productivity score can be summarized into these groups:

- Business and work behaviors and skills
- Community involvement and cultural appreciation behaviors and skills
- Health and wellness behaviors and skills
- Leadership behaviors and skills
- Personal development behaviors and skills
- Relationship behaviors and skills
- Anger management skills
- School and academic behaviors and skills
- Risk avoidance skills
- Violence prevention and avoidance behaviors and skills

# Social/Respect Service Productivity

BEST grantees are asked questions on their surveys that measure the growth in youth customers attitudes and behaviors relative to social/respect and civil society norms.

- I can identify my anger and express it in a non-violent way better:
- I am prepared to succeed in the community where I live better:
- I am participating in positive activities, such as recreation, sports, arts, and community service I respect others who are different from me more:
- I respect others who are different from me more

### Initiating Youth Into Civil Society

Willie Ellison, one of the founders of CCPA, emphasized that every year society has a new group of 13 year olds to socialize and initiate into civil society. This task continues to remain relevant today with a ongoing “tug of war” for the hearts and minds of youth between the pull of the code of the streets against the code of civil society. The code of the streets is found in neighborhoods that are tough where only the strongest survive. People who are not careful and streetwise will be ensnared in street games by those who could hurt them with interpersonal violence and aggression – respect goes to those who can fight, are streetwise, and feared. The chump is the “quiet” person who is often decent, kind, and empathetic (operates with the code of civil society) – a sign of weakness and fair game for exploitation in the street. Unconventional role models beckon the youth to a thriving underground economy that promises certain thrill, power, and prestige. Youth are “hooked up” into the drug trade, prostitution, auto thefts, and other criminal behavior. The prison system becomes the rite of passage and builds street credibility and prestige.

#### CODE OF THE STREETS PULL



#### CODE OF CIVIL SOCIETY PULL



#### Characterized By:

- Peers that live by the code of the streets
- Adults that live by the code of the streets
- Beliefs, values, and attitudes favorable to crime and underground economy
- Substance abuse
- Condone violence as way to solve conflicts
- Poor self-management skills
- Poor attitudes toward work and/or school
- Poor parental supervision; monitoring, or contingencies
- Other family problems, including child abuse
- Anger/hostility
- Lives for the moment

#### Characterized By:

- Meaningful and high level of participation in home, school, and community
- High expectations at home, school, and community expect a place and role in civil society
- Caring and supportive adults at home, school, and community
- Beliefs, values, and attitudes favorable to education, work, community service, family, and neighborhood
- High level of structure with plan for the future
- Skills and assets such as problem solving, decision-making skills, hope for future
- Positive adult and peer role models

The presence of a caring and supportive adult is one way to help initiate youth into civil society. Youth without the presence of caring and supportive adults in their lives may be attracted and “pulled” over to the street mindset and lifestyle that offers youth a way to gain and keep respect, sense of family and connectedness, sense of accomplishment and upward mobility, sense of safety, money, way to be engaged, rite of passage, and sense of structure and direction. The code of the street offers our youth a false promise of easy money, prestige, and connection. Our society needs to make sure we engage all our youth in the opportunities to build the skills to participate as an important member of our society and our neighborhoods. We need to recruit our youth into civil society with the same energy the code of the streets recruits youth into the gang mindset.

# Understanding Service Productivity

In addition to satisfaction with services, BEST agencies are assessed on how much change they produce in their youth customers. Green (2003) applied the term “service productivity” to this type of assessment of the effects of services. He followed the distinction recommended by Heaton (1977): “emphasize measuring the effectiveness of services versus their efficiency when discussing productivity. This distinction seems particularly apt, because services are provided to cause changes in people or their property” (Hill, 1976). Unlike when goods are produced, inventoried, and valued based on the effort expended to create them, services have no value unless they cause targeted changes in customers.

The assessment of service productivity involves designing questions that relate to service goals for individual customers and phrasing them so that the responder considers whether change occurred due to the services. The amount of productivity for services is calculated by averaging the responses. The choices offered must allow the responder to indicate that services made them worse off or caused no change, as well as indicating that there was improvement. Consequently, service productivity ranges from 100% to minus 100%, with zero meaning no change overall. A score of 100% means the responder improved on all items or targeted changes; a score of minus 100% means the responder got worse on all items.

Three types of service productivity are assessed for BEST agencies—asset development service productivity, social/respect, and grantee-specified service productivity. By calculating the average amount of change for each type, rather than the sum of all changes that occurred, the number of questions asked can be as few as three but preferably six or more, up to about 10. As an example of how service productivity is determined, suppose one of the goals of service is to improve the school performance of each youth customer. One question that could be asked is “Because of this program of services, my grades in school are (Better, worse, same, don’t know).” If 30 youth say better, 5 youth say worse, 12 youth say same, and 3 respond don’t know, the service productivity for this single question would be  $(30-5)/(30+5+12+3)$  or 50%. By asking about five questions, the service productivity for one program of services can be accurately determined as the average service productivity across all five items. Our CCPA Evaluation Team is keeping a record of the many different questions service agencies have posed. When new agencies start designing questions that relate to their service goals, they can look up what was asked before to quickly focus on how to create their own questions.

Knowing the service productivity of a particular program is very useful information. Comparing the service productivity score with the range of 100% to minus 100% provides a clear message as to whether services are working, not working, or doing more harm than good. Our experience and others in the field have set a performance benchmark of 60% for tracking the service productivity for agencies programs evaluated. This year the city staff set a goal for 70% as a stretch goal for agencies. Of particular significance is the trend over time in service productivity. If a service is not causing at least 60% of targeted changes to occur for their customers, perhaps they are improving at a rate likely to yield 60% service productivity in the future. Since the assessment of service productivity focuses on what change services are causing, service agencies can use this information to document their accomplishments and to improve the effects of their services over time.

Clearly, service productivity does not tell us the overall amount of change occurring in youth for a particular period of time. Prior analyses of service productivity data indicated that the effects caused by services can be more than the overall amount of change (Green, 2005). When this occurs, other factors besides services must have offset the effects of the services for the youth customers. Of course, for some youth, it goes the other way; overall change can be positive even though service-induced change was minimal or negative. Our evaluation process focuses on service productivity, because service agencies are not able to “guarantee” overall change for the better. Too many factors influence overall change achieved by their youth customers to make service agencies responsible for youth getting better overall. If more resources were available for the evaluation process, our CCPA team could easily collect information about overall change on one or a few indicators (dimensions). While having such information may be of use to administration and City Council members, it is not as helpful to program staff who seek ways to maximize the effects of their particular services. Reaching an agreement on which indicators to pursue must occur, too. Otherwise, diverse viewpoints feel cheated about not knowing what overall change took place relative to the indicator they were most interested in tracking.

Green, R. S. (2003). Assessing the productivity of human service programs. *Evaluation and Program Planning*, 26(1), 21-27.  
Green, R. S. (2005). Assessment of Service Productivity in Applied Settings: Comparisons with Pre- and Post-status Assessments of Client Outcome. *Evaluation and Program Planning*, 28(2), 139-150.  
Heaton, H. (1977). *Productivity in service organizations: Organizing for people*. New York: McGraw-Hill.  
Hill, P. (1976). On goods and services. *Review of Income and Wealth*, 315-338.

# Innovative Staff Assessments About Customers

Innovative assessments of how youth and child customers are faring were introduced in the fall of 2009. They were designed to report the current status of the customer at the time of the assessment on areas of functioning interest to the community. A customer’s current status does not reflect how effective an agency’s services were, but rather how well the customer is doing, given all the influences on the person’s functioning. Staff members of each agency were asked five questions about how well each customer was doing. There were three choices provided for each question: a high status result that shows significant accomplishment on the part of the customer (quite likely some improvement), a medium status result that reflects acceptable behavior to the community, and a low status result more descriptive of how customers are faring when they enter a program of services. The areas that were assessed included school attendance, working or participating in job training, getting along with other ethnic group youth, showing leadership qualities, risk of being arrested, solving personal problems without resorting to violence, staying out of trouble at school, and showing more self-confidence. The percentage of customers receiving each status assignment by a staff member was tabulated by agency and across agencies, both for youth 10 years of age or older and children ages 5 to 9 years.

This particular form of assessment is considered criterion-referenced because the results for each youth customer and averaged results within and across agencies can be compared to pre-determined criteria. In this way the degree of accomplishment may be gauged by the difference between the actual results and the criteria set for a desired level of accomplishment. In order to determine this difference, CCPA staff members estimated what percentage of youth customers would be assigned each of the three statuses (low, medium, and high) for each of the five questions on both the staff about youth and staff about children surveys. The CCPA estimates were averaged then rounded to the nearest multiple of 5 to create the criteria for judging the level of accomplishment on the part of the customers (not the agency, since overall status is being assessed).

# Assessing Reliability of Questions

In the most general sense, “reliability refers to the degree to which survey answers are free from errors of measurement” (American Psychological Association 1985). The reliability of the scales designed by each service provider was determined by calculating the internal consistency of the items. Cronbach’s alpha was calculated for the re-scored item responses (e.g., 1,0,-1 in the case of service productivity).

Reliability ranges from 0 or no consistency to 1, complete agreement among the agency specified items, i.e., the youth answer the items so as to create a perfect ordering of items and youth. Desired levels of reliability are determined by the purpose behind using the scores. If decisions need to be made about placing a particular youth in one program versus another, the level of reliability should exceed .90. If decisions will be made about groups of youth, such as whether males or females benefited more from the program, the level of reliability should exceed .75. If multivariate analyses of these data are pursued to clarify patterns of service effectiveness, the level of reliability should exceed 0.60. Levels above 0.60 were considered good.





# Service Performance Index By Grantee

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a way can be developed to combine such information into one overall indicator. The Performance Logic Model requires that data regarding effort and effect be presented for all agencies and each agency separately. This BEST evaluation produced information about nine categories of performance, six relating to effort and three relating to effect. Across the nine categories, 31 distinct measures are covered. Another 25 measures are processed and reported in the annual report. Since it is impossible to mentally combine this information to gain an overall impression of how well the BEST grantees performed, let alone compare two or more grantees, our evaluation team developed the Service Performance Index (SPI) to mathematically integrate the performance data.

Whenever someone asks “What does the SPI mean?” the answer can be found in the model selected to guide the construction of such a score. The model selected for the SPI is the most widely used to measure overall performance of for-profit and not-for-profit organizations. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. The Criteria are designed to help organizations use an integrated approach to improving performance by promoting:

- Delivery of ever-improving value to all customers and stakeholders, such as the children, youth, parents, and community residents of San José.
- Improvement of overall effectiveness and productive capabilities of any organization, such as the BEST service providers.
- Organizational and personal learning.

The U.S. Department of Commerce is responsible for the national award program, and the National Institute of Standards and Technology (NIST) manages the program. The American Society for Quality (ASQ) assists in administering the program under contract to NIST. Most states operate a state award program modeled after the national program. In California the California Council for Excellence administers the state program. The state award program includes a team review of the application and a visit to the organization, if enough points are earned to qualify for the bronze level. Unlike the national award program, three levels of awards are made each year based on three cutoff scores. Applying for an award from the state program is a way to become more competitive for the national award. National awards are made to around five organizations annually, although if no organization meets the high standards of performance excellence, NIST can elect to make no awards. The NIST website, [www.nist.gov](http://www.nist.gov), is the official source of the performance criteria and other information about the national award program.

Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. This system divides organizational performance into three categories: approach, deployment, and results. Approach includes how an organization is designed to operate effectively; deployment involves what the organization does to implement the design, and results refer to what is achieved. We reviewed the measures collected for our report and assigned them to one of these three categories. For example, the first measure is based on ratings by the evaluation team of the likelihood that the program design and its underlying philosophy adopted by the service agency would improve the developmental assets of their youth customers. The following table lists the measures and summarizes how each measure was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points.

# How is the SPI Indicator Calculated?

| Area       | Indicator  | Possible Points | Definition   |
|------------|--|-----------------|--|
| Approach   | Evaluation team ratings of program strategy and design—will the strategy produce more assets for youth   | 100             | Original scale was 1-100, adjusted to 0-1, with 50=0, to eliminate unused range (increase spread)  |
|            | San Jose BEST staff ratings of compliance with funding requirements, including required reports, meetings, and site visits   | 50              | Quality of quarterly reports and site visits   |
|            | Staff ratings of 28 performance characteristics contrasting importance of accomplishing with actual achievement—how well does intent align with perceived accomplishment       | 50              | Sum of differences between importance and achievement across 28 items, adjusted for the number of staff reporting; scale reversed and shrunk to 0-1  |
|            | Staff ratings of 9 agency exemplary practices—how capable of doing well is this service team   | 50              | Original scale was 1-5, adjusted to 0-1, averaged across all staff reporting for each agency   |
| Deployment | Cost per customer—lower means more can be served   | 18.18           | Number of registered customers divided by BEST grant funds spent, then magnified to 0-1 range  |
|            | Coverage of types of surveys needed from agency—complete reporting yields more useful information  | 18.18           | Percent of types of surveys collected relative to needed   |
|            | San Jose BEST Analyst ratings of program compliance with funding agency reporting requirements   | 50              | Timeliness of quarter reports attendance at required meetings.   |
|            | Level of risk of youth over 5 years of age (omitted if none served)—highest priority is serving those with the greatest risk as indicated by low level of developmental assets | 18.18           | RPRA scores as a percent of total score with range reversed and adjusted to a 1-0 range where 1 reflects low assets and high need, 0 maximum assets and no need  |
|            | Percent of scores collected—complete reporting yields more useful information  | 18.18           | Count of scores calculated from the survey data obtained divided by total number of scores agency should have provided   |
|            | Surveys collected compared to BEST grant funds spent—were resources used to collect important information  | 18.18           | Total surveys recorded divided by BEST grant funds spent, then magnified to 0-1 range  |
|            | Percent of services planned that were delivered  | 18.18           | Count of services delivered divided by amount of services planned according to contract  |
|            | Expending of grant funds being on schedule—did spending match or exceed needs as indicated in proposal   | 18.18           | Percent of BEST funds awarded during fiscal year that were expended  |
|            | Representativeness of sample of youth surveys collected relative to youth served—how well do these results tell the complete story of how youth fared                          | 18.18           | Percent of youth served that were surveyed, adjusted upward as more youth were surveyed, since the larger agencies can survey a smaller percent of their youth customers; scores exceeding 1 capped at 1 |
|            | Degree of risk of gang involvement of youth customers being served as rated by staff using four risk clusters—at risk, at high risk, impacted, and intentional                 | 18.18           | Percent of membership in each group weighted higher for each level of risk from 1 to 4, then adjusted to fall in the range of 0-1  |
|            | Ten staff ratings of the quality of their work experiences—do staff feel comfortable in their workplace  | 18.18           | Averaged responses across all staff reporting; 0 meant not occurring, 1 meant occurring  |
|            | Staff ratings of 10 organizational management BEST practices—do managers lead effectively  | 18.18           | Averaged responses across all staff reporting; 0 meant not occurring, 1 meant occurring  |
| Results    | Cost per hour of service—getting more services for the money   | 166.67          | Actual hours of service divided by amount of total funds spent, multiplied by 4 to approximate a 0-1 range with scores capped at 1   |
|            | Satisfaction of youth—do youth like what happens   | 41.67           | Average level of satisfaction, or zero if insufficient number of surveys supplied  |
|            | Satisfaction of parents—do the parents like what happens to their children   | 41.67           | Average level of satisfaction, or zero if insufficient number of surveys supplied  |
|            | Asset development productivity reported by youth—did the services produce more youth assets  | 41.67           | Average for all youth reporting, or zero if insufficient number of surveys supplied  |
|            | Agency-specific productivity reported by youth—did the services accomplish selected goals for the youth  | 41.67           | Average for all youth reporting, or zero if insufficient number of surveys supplied  |
|            | Respectfulness productivity reported by youth—did the services help youth customers show more respect for other people and property  | 41.67           | Average for all youth reporting, or zero if insufficient number of surveys supplied  |
|            | Service consistency across youth for promoting asset development—was the approach taken equally effective for all customers in increasing youth assets                         | 41.67           | Consistency calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped   |
|            | Service consistency across youth for accomplishing agency-specified goals—was the approach taken equally effective for all customers in meeting specified goals                | 41.67           | Consistency calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped   |
|            | Service consistency across youth for producing more respectfulness—was the approach taken equally effective for all customers in helping youth be more respectful              | 41.67           | Consistency calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped   |
|            |  |                 |  |
| Total      |  | 1,000           |  |

## Appendix B Bibliography

Andrews, D.A. (2007). Principles of effective correctional programs. In L.L. Motiuk & R.C. Serin (Eds.), *Compendium 2000 on Effective Correctional Programming*. Ottawa, Canada: Correctional Service of Canada.

Andrews, D. A. (1980). Some experimental investigations of the principles of differential association through deliberate manipulations of the structure of service systems. *American Sociological Review*, 45: 448-462.

Andrews, D.A. & Bonta, J. (2007). *Risk-Need-Responsivity Model for Offender Assessment and Rehabilitation* (2007-06). Ottawa: Public Safety Canada.

Andrews, D.A. & Bonta, J. (2006). *The Psychology of Criminal Conduct* (4th ed.). Newark, NJ: Anderson.

Andrews, D.A. & Bonta, J.L. (2003). *The Level of Service Inventory-Revised. U.S. Norms Manual Supplement*. Toronto: Multi-Health Systems.

Andrews, D. A. & Bonta, J. (1998). *The Psychology of Criminal Conduct* (2nd ed.). Cincinnati, OH: Anderson.

Andrews, D.A., Bonta, J., & Wormith, J.S. (2006). The Recent Past and Near Future of Risk and/or Need Assessment. *Crime & Delinquency*, 52(1): 7-27.


Andrews, D.A. & Carvell, C. (1998). *Core correctional training—Core correctional supervision and counseling: Theory, research, assessment and practice*. Ottawa, Ontario: Carleton University.

Andrews, D.A. & Dowden, C. (2007). The Risk-Need-Responsivity Model of Assessment in Human Service and Prevention and Corrections Crime Prevention Jurisprudence. *Canadian Journal of Criminology and Criminal Justice*, 49(4): 439-464.

Andrews, D.A., Dowden, C., & Gendreau, P. (1999). *Clinically relevant and psychologically informed approaches to reduced reoffending: A meta-analytic study of human service, risk, need, responsivity, and other concerns in justice contexts*. Unpublished manuscript, Ottawa, Ontario: Carleton University.

Andrews, S. & Janes, L. (2006). Ohio's evidence-based approach to community sanctions and supervision. *Topics in Community Corrections: Effectively Managing Violations and Revocations, Annual Issue, 2006*. Washington DC: U.S. Department of Justice, National Institute of Corrections.

Andrews, D.A., Zinger, I. Hoge, R.D., Bonta, J., Gendreau, P., & Cullen, F.T. (1990). Does correctional treatment work? A clinically relevant and psychologically informed meta-analysis. *Criminology*, 28: 369-404.



Aos, S., Miller, M., & Drake, E. (2006). *Evidence-Based Adult Corrections Programs: What Works and What Does Not*. Olympia, WA: Washington State Institute for Public Policy.

Bandura, A. (1977). *Social Learning Theory*. New York, NY: General Learning Press.

Bandura, A. (1969). *Principles of Behavior Modification*. New York, NY: Holt, Rinehart and Winston.

Bazemore, G., T.J. Dicker, and R. Nyhan. (1994). *Juvenile Justice Reform and the Difference It Makes: An Exploratory Study of the Impact of Policy Change on Detention Worker Attitudes*. *Crime and Delinquency* 40:18–36.

Benson, P. and Galbraith, J. 1995. *What Kids Need to Succeed*. Minneapolis MN: Free Spirit Publishing Inc.

Benard, B. (1991). *Fostering Resiliency in Kids: Protective Factors in the Family, School, and Community*. San Francisco: Far West Laboratory for Educational Research and Development.

Bogue, B., Campbell, N., Carey, M., Clawson, E., Faust, D., Florio, K., Joplin, L., Keiser, G., Wasson, B., & Woodward, W. (2004). *Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention*. Washington, DC: U.S. Department of Justice, National Institute of Corrections.

Bonta, J. (2007): Offender assessment: General issues and considerations. In L.L. Motiuk & R.C. Serin (Eds.), *Compendium 2000 on Effective Correctional Programming*. Ottawa, Canada: Correctional Service of Canada.

Bonta, J., Wallace-Capretta, S., Rooney, J. & McAnoy, K. (2002). An outcome evaluation of a restorative justice alternative to incarceration. *Justice Review*, 5(4): 319-338.

Bourgon, G. & Armstrong, B. (2005). Transferring the principles of effective treatment into a "real world" prison setting. *Criminal Justice and Behavior*, 32(1): 3-25.

Bandy, T., & Moore, K. A. (2011). What works for promoting and enhancing positive social skills: Lessons from experimental evaluations of programs and interventions. Child Trends fact sheet. Washington, DC: Child Trends. Retrieved December 18, 2012, from [http://www.childtrends.org/Files/Child\\_Trends\\_2011\\_03\\_02\\_RB\\_WWSocialSkills.pdf](http://www.childtrends.org/Files/Child_Trends_2011_03_02_RB_WWSocialSkills.pdf)

Burke, P.B. (2004). *Parole Violations Revisited: A Handbook on Strengthening Parole Practices for Public Safety and Successful Transition to the Community*. Washington, D.C.: U.S. Department of Justice, National Institute of Corrections.

Castonguay, L.G., & Beutler, L.E. (2006). Common and unique principles of therapeutic change: What do we know and what do we need to know. In L.G. Castonguay & L.E. Beutler (Eds.), *Principles of Therapeutic Change that Work* (pp. 353-369). New York, NY: Oxford University Press.

Clear, T.R., & Sumter, M.T. (2002). Prisoners, prison, and religion: Religion and adjustment to prison. *Journal of Offender Rehabilitation*, 35: 127-159.

Cove, E., Eiseman, M., & Popkin, S. J. (2005). Resilient children: Literature review and evidence from the HOPE VI Panel Study. Washington, DC: TheUrban Institute.

Cullen, F.T., & Gendreau, P. (2000). Assessing correctional rehabilitation: Policy, practice, and prospects. In J. Horney (Ed.) *NIJ Criminal Justice 2000: Policies, Processes, and Decisions of the Criminal Justice System* (pp. 109-176). Washington, DC: U.S. Department of Justice.

Cohen, M.A. (1994). *The Monetary Value of Saving a High Risk Youth*. Washington, D.C.: The Urban Institute.

Comer, J. (1984). Home-School Relationships as They Affect the Academic Success of Children. *Education and Urban Society* 16: 323-337.

Davidson, W.S., E. Seidman, J. Rappaport, P. Berck, N. Rapp, W. Rhodes, and J. Herring. (1977). *Diversion Programs for Juvenile Offenders*. Social Work Research and Abstracts 13.

Dawes, R.M., D. Faust, and P. Meehl. (1989). *Clinical Versus Actuarial Judgment*. Science 243:1668-1674.

DeComo, R. (1993). *The Juveniles Taken Into Custody Research Program: Estimating the Prevalence of Juvenile Custody by Race and Gender*. San Francisco, CA: National Council on Crime and Delinquency.

Dowden, C. (1998). *A Meta-analytic Examination of the Risk, Need and Responsivity Principles and their Importance within the Rehabilitation Debate*. Unpublished master's thesis, Ottawa, Ontario: Carleton University.

Dowden, C., & Andrews, D.A. (2004). The importance of staff practice in delivering effective correctional treatment: A meta-analytic review of core correctional practice. *International Journal of Offender Therapy and Comparative Criminology*, 48(2): 203-214.


Drake, E.K. & Barnoski, R. (2008). *Increasing Earned Release from Prison: Impacts of 2003 Law on Recidivism and Criminal Justice Costs*. Olympia, WA: Washington State Institute for Public Policy.

Eck, J.E., and D.P. Rosenbaum. (1994). *The New Police Order: Effectiveness, Equity, and Efficiency in Community Policing*. In Dennis Rosenbaum (ed.), *The Challenge of Community Policing: Testing the Promises*. Thousand Oaks, CA: SAGE Publications.

Edmonds, R. (1986). Characteristics of Effective Schools. In U. Neisser, Ed., *The School Achievement of Minority Children: New Perspectives* (pp. 93-104). Hillsdale, NJ: Lawrence Erlbaum.

Elliott, D.S., D. Huizinga, and S. Menard. (1989). *Multiple Problem Youth: Delinquency, Substance Use and Mental Health Problems*. New York, NY: Springer-Verlag.





Emrick, C.D., Tonigang, J.S. Montgomery, H. & Little, L. (1993). *Alcoholics Anonymous: Opportunities and Alternatives*. New Brunswick, NJ: Alcohol Research Documentation, Inc., Rutgers Center of Alcohol Studies.

Feldman, R.A., T.E. Caplinger, and J.S. Wodarski. (1983). *The St. Louis Conundrum: The Effective Treatment of Anti-social Youths*. Englewood Cliffs, NJ: Prentice-Hall.

Garmezy, N. (1991). Resiliency and Vulnerability to Adverse Developmental Outcomes Associated with Poverty. *American Behavioral Scientist* 34: 416-430.

Garmezy, N. (1985). *Stress-Resistant Children: The Search for Protective Factors*. In J.E. Stevenson (ed.), *Recent Research in Developmental Psychopathology*. Book supplement to *Journal of Child Psychology and Psychiatry*.

Gendreau, P. (1996). The principles of effective intervention with offenders. In A.T. Harland (Ed.) *Choosing Correctional Options that Work: Defining the Demand and Evaluating the Supply*. Newbury Park, CA: Sage Publications.

Gendreau, P. & Goggin, C. (1996). Principles of effective correctional programming. *Forum on Corrections Research*. Ottawa, Ontario: Correctional Service of Canada.

Gendreau, P., Goggin, C., Cullen, F.T., & Andrews, D. (2001). The effects of community sanctions and incarceration on recidivism. In L.L. Motiuk & R.C. Serin (Eds.), *Compendium 2000 on Effective Correctional Programming*. Ottawa, Canada: Correctional Service of Canada.

Gendreau, P., Little, T. & Goggin, C. (1996). A meta-analysis of adult offender recidivism: What works? *Criminology*, 34(4): 575-607.

Gendreau, P., & Paparozzi, M.A. (1995). Examining what works in community corrections. *Corrections Today*, February 1995.

Ginsburg, J.I.D., Mann, R.E., Rotgers, F., & Weekes, J.R. (2002). Motivational Interviewing with criminal justice populations. In W.R. Miller & S. Rollnick, *Motivational Interviewing: Preparing People for Change* (2nd ed.). New York, NY: Guilford Press.

Goldstein, H. (1994). Foreword. In Dennis Rosenbaum (ed.), *The Challenge of Community Policing: Testing the Promises*. Thousand Oaks, CA: Sage

Gottschalk, R., W. Davidson, L. Gensheimer, and J. Mayer. (1987). *Community-Based Interventions*. In H. Quay (ed.), *Handbook of Juvenile Delinquency*. New York, NY: Wiley and Sons.

Green, R. S. (2003). Assessing the productivity of human service programs. *Evaluation and Program Planning*, 26(1), 21-27.

- Green, R. S. (2005). Assessment of Service Productivity in Applied Settings: Comparisons with Pre- and Post-status Assessments of Client Outcome. *Evaluation and Program Planning*, 28(2), 139-150.
- Green, R., Ellis, P, White S. (2005) A city initiative to improve the quality of life for urban youth: how evaluation contributed to effective social programming. *Evaluation and Program Planning* 28 (2005) 83-94
- Grove, W.M. & Meehl, P.E. (1996). Comparative efficiency of informal (subjective, impressionistic) and formal (mechanical, algorithmic) prediction procedures: The clinical statistical controversy. *Psychology, Public Policy and Law*, 2: 293-323.
- Grove, W.M., Zald, D.H., Lebow, B.S., Snitz, B.E., & Nelson, C. (2000). Clinical versus mechanical prediction: A meta-analysis. *Psychological Assessment*, 12: 19-30.
- Harper, R. & Hardy, S. (2000). An evaluation of Motivational Interviewing as a method of intervention with clients in a probation setting. *British Journal of Social Work*, 30: 393-400.
- Hawkins, J.D. and Catalano, R.F. (1989) Risk-Focused Prevention: From Research To Practical Strategies. *High Risk youth Update*. (April)
- Hawkins, J.D., and R.F. Catalano. (1992). *Communities That Care*. San Francisco, CA: Jossey-Bass.
- Heath, S.B., and M.W. McLaughlin, Eds. (1993). *Identity and Inner-City Youth: Beyond Ethnicity and Gender*. New York: Teachers College Press.
- Heaton, H. (1977). Productivity in service organizations: Organizing for people. New York: McGraw-Hill.
- Higgins, S.T. & Silverman, K. (Eds.) (1999). *Motivating Behavior Change Among Illicit-Drug Abusers: Research on Contingency Management Interventions*. Washington, DC: American Psychological Association.
- Hill, P. (1976). On goods and services. *Review of Income and Wealth*, 315-338.
- Howell, J.C. (1995). *The Guide for Implementing the Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders*. Wash. D.C.: U.S. Department of Justice.
- Hughes, T., & Wilson, D.J. (2005). *Reentry trends in the United States* (Web site). <http://www.ojp.usdoj.gov/bjs/reentry/reentry.htm>, accessed August 1, 2009. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics.
- Huizinga, D., F.A. Esbensen, and A. Weiher. (1991). *Are There Multiple Paths to Delinquency?* *Journal of Criminal Law and Criminology* 82.



Huizinga, D., R. Loeber, and T.P. Thornberry. (1997). *The Prevention of Serious Delinquency and Violence: Implications from the Program of Research on the Causes and Correlates of Delinquency*. Washington, DC: Report submitted to U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention.

Landenberger, N.A., & Lipsey, M.W. (2005). The positive effects of cognitive-behavioral programs for offenders: A meta-analysis of factors associated with effective treatment. *Journal of Experimental Criminology*, 1: 451-476.

Latessa, E., Cullen, F.T. & Gendreau, P. (2002). Beyond Professional Quackery: Professionalism and the Possibility of Effective Treatment. *Federal Probation*. 66(2): 43-49.  
Lipsey, M.W. & Cullen, F.T. (2007). The Effectiveness of Correctional Rehabilitation: A Review of Systematic Reviews. *Annual Review of Law and Social Science*, 3: 297-320.

Lipsey, M.W. & Landenberger, N. (2006). Cognitive-behavioral interventions. In B. Welsh & D.P. Farrington (Eds.) *Preventing Crime: What Works for Children, Offenders, Victims, and Places*. Dordrecht, Netherlands: Springer.

Lipsey, M.W., Landenberger, N.A., & Wilson, S.J. (2007). *Effects of Cognitive-Behavioral Programs for Criminal Offenders*. Campbell Systematic Reviews, 2007: 6.  
Lober, R. and Dishion, T.J. (1987) *Antisocial and Delinquent Youths: Methods for Their Early Identification*. In Burchard – 5.

Lipsey, M.W. (1992). *Juvenile Delinquency Treatment, Meta-Analysis for Explanation: A Case Book*. N.Y. N. Y.: Russell Sage Foundation

Lober, R. and Dishion, T.J. (1987) *Antisocial and Delinquent Youths: Methods for Their Early Identification*. In Burchard – 5.

Males, Mike A. (1999). *Framing Youth*. Monroe, Maine: Common Courage Press

Males, Mike A. (1996). *The Scapegoat Generation, America's War on Adolescents*. Monroe, Maine: Common Courage Press

McKnight, John and Kretzmann, John, *Building Communities from the Inside Out, A Path Toward Finding and Mobilizing a Community's Assets*, Chicago, ACTA Publications, (1993)

Mendel, R.A. 1995. *Prevention or Pork? A Hard-Headed Look at Youth-Oriented Anti-Crime Programs*. Washington D.C.: American Youth Policy Forum

Miller, Patricia, H. *Theories of Developmental Psychology*. New York: W.H. Freeman and Co. 3rd. Ed.1993

Miller, W.B. (1962). *The Impact of a 'Total-Community' Delinquency Control Project*. Social Problems 10.

Osborne, David and Gaebler, Ted, *Reinventing Government, How the entrepreneurial Spirit is Transforming the Public Sector*. New York: Penguin Group, 1993.

Rutter, M., B. Maughan, P. Mortimore, J. Ouston, and A. Smith. (1979). *Fifteen Thousand Hours*. Cambridge, MA: Harvard University Press.

Sarason, S. (1990). *The Predictable Failure of Educational Reform*. San Francisco: Jossey-Bass.

Schorr Lisbeth B. with Schorr, Daniel. (1988). *Within Our Reach*. NY. NY. Doubleday, Anchor Books

Schorr Lisbeth B. (1997). *Common Purpose, Strengthening Families and Neighborhoods to Rebuild America*. NY. NY. Random House, Anchor Books

Slavin, R.E. (1990). *Cooperative Learning: Theory, Research, and Practice*. Englewood Cliffs, NJ: Prentice-Hall.

Smith, C., & Snell, P. (2009). *Souls in transition: The religious and spiritual lives of emerging adults*. Oxford: Oxford University Press.

Snyder, F. J., Flay, B. R., Vucinich, S., Acock, A., Washburn, I. J., Beets, M. W., et al. (2010). Impact of a social-emotional and character development program on school-level indicators of academic achievement, absenteeism, and disciplinary outcomes: A matched-pair, cluster randomized, controlled trial. *Journal of Research on Educational Effectiveness*, 3(1), 26-55

Spivak, G. and Ciani, N. (1987) High-risk Early Behavior Pattern and Later Delinquency. In Burchard – 5.

Resnick, M. (2000). Protective factors, resiliency and healthy youth development. *Adolescent Medicine: State of the Art Reviews*, 11(1), 157-164.

Roos, P. (1997, April). *Measurement Of Productivity In Hospital Services Using Malmquist Index Approaches: A Discussion Of Methods And Illustration To Eye Survey*.

Thornberry, T.P. (1994). *Violent Families and Youth Violence*. Fact Sheet #21. Washington, DC: U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention.

Thornberry, T., Huizinga, D. and Loeber, R. 1995. *Source Book on Serious, Violent, and Chronic Juvenile Offenders*. Thousand Oaks, CA.: Sage Publications.

Tolan, P., and Guerra, N. 1994 *What Works in Reducing Adolescent Violence, An Empirical Review of the Field.*: The Center for the Study and Prevention of Violence, University of Colorado.

Watt, N.F. (1986) Prevention of Major Mental Illness: Risk Factors In Schizophrenic and Depressive Disorders. In NMHA -- 5

Weis, L., and M. Fine, Eds. (1993). *Beyond Silenced Voices: Class, Race, and Gender in United States Schools*. New York: State University of New York Press.

Werner, E., and R. Smith. (1989). *Vulnerable but Invincible: A Longitudinal Study of Resilient Children and Youth*. New York: Adams, Bannister, and Cox.



Werner, E., and R. Smith. (1992). *Overcoming the Odds: High-Risk Children from Birth to Adulthood*. New York: Cornell University Press, 1992.

Wilson, J.Q., and R.J. Hernstein. (1985). *Crime and Human Nature*. New York, NY: Simon and Schuster.

Wilson, J.Q., and G.L. Kelling. (1982). *Broken Windows: The Police and Neighborhood Safety*. Atlantic Monthly (March): 29–38.

Wolfgang, M., T.P. Thornberry, and R.M. Figlio. (1987). *From Boy to Man, From Delinquency to Crime*. Chicago, IL: University of Chicago Press.